ENGINUITY 2020 COMPETITION

PERFORMANCE REVIEW FOR 'J-EMPIRE II'

MANAGEMENT TEAM

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SPONSOR

Jacobs

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

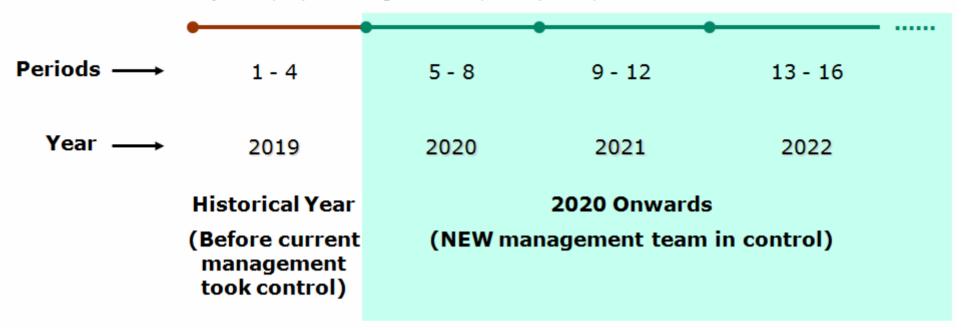
To implement the strategy decisions will have to be made in a number of key areas :-

- 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)

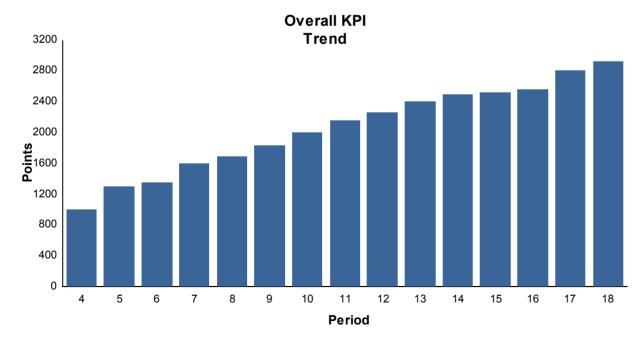
During the Later Years the teams compete 'head to head' against each other for work. This creates an even more uncertain and pressurized environment in which the skills and team dynamics formed in the early years are really put to the test.

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 2,924 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	181	194	179	157	90	121	163	89	72	1,305
6 Early Years	2020 (Q2)	72	185	214	187	166	122	96	129	80	109	1,360
7 Early Years	2020 (Q3)	85	205	265	206	181	142	129	166	91	135	1,605
8 Early Years	2020 (Q4)	93	221	305	226	186	154	108	136	94	164	1,687
9 Early Years	2021 (Q1)	103	213	299	239	195	186	143	170	97	192	1,837
10 Early Years	2021 (Q2)	111	223	327	265	202	210	153	177	107	230	2,005
11 Early Years	2021 (Q3)	118	231	350	293	208	226	165	188	119	259	2,157
12 Early Years	2021 (Q4)	127	231	354	317	214	241	170	183	129	296	2,262
13 Later Years	2022 (Q1)	134	240	372	357	217	277	168	164	143	332	2,404
14 Later Years	2022 (Q2)	140	237	370	384	221	289	190	151	155	360	2,497
15 Later Years	2022 (Q3)	148	235	370	419	222	318	154	105	161	394	2,526
16 Later Years	2022 (Q4)	153	235	370	434	220	345	124	78	177	424	2,560
17 Later Years	2023 (Q1)	153	237	359	427	222	360	222	157	223	449	2,809
18 Later Years	2023 (Q2)	155	231	345	436	225	384	251	205	227	465	2,924



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

Company value		History	Since	Change Basis	Additional information
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State price 1.0	FINANCIAL MANAGEMENT				
No. Section	Company value	4,682,259	12,006,530	156 % End of timeframe	
werage quintown see utilisation	Share price	1.05	3.41	225 % End of timeframe	
werage quintown see utilisation	Average capital base	4,075,584	6,179,415	52 % Each period of timeframe	
Nernge tumover ob profit 4.3 % 6.0 % During whole timeframe of the toperating profit 2.8 % 3.7 % 6.0 % During whole timeframe ovard workload 2.8 % 0.8 % During whole timeframe ovard workload 2.8 % 0.8 % During whole timeframe ovard workload 2.8 % 0.8 % During whole timeframe ovard workload 2.8 % 0.8 % During whole timeframe ovard margin 0.17,285,100 0.20,74,800 End of timeframe ovard margin 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 % 0.1 %	Average capital base utilisation	64 %	93 %		
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Net operating profit Net polaring profit Noticelled paid 2 8 % 8 % 8 % 0 puring whole timeframe orward workload 17,285,100 62,074,860 End of timeframe orward workload 17,285,100 62,074,860 End of timeframe orward unargin 17,285,100 62,074,860 End of timeframe orward unargin Net polarized by the control of the work of timeframe orward unargin Net polarized by the control of the work of timeframe orward unargin Net polarized by the control of the work of the market identified of the market share in the UK of the market share in the U	Job profit	4.3 %	6.0 %	During whole timeframe	As a % of job costs
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Forward margin 617,335 1,266,402 End of timeframe VERHEAD MANAGEMENT Market share Split (UK) 0 % 0 % During whole timeframe Market share split (UK) 0 % 0 % During whole timeframe Market share split (UK) 0 % 0 % During whole timeframe Market share split (UV) 0 % 0 % During whole timeframe Measurement staffing level 100 % 119 % During whole timeframe Measurement staffing level 100 % 119 % During whole timeframe Measurement staffing level 100 % 119 % During whole timeframe Measurement staffing level 100 % 119 % During whole timeframe Market share split (UK) 0 % 0 % Owner whole timeframe Measurement staffing level 100 % 119 % During whole timeframe Market share of lobs bid for 14 339 During whole timeframe Market share split (UK) 0 % Optimum level is 100 % Optimum level is	Dividend paid	2.8 %	0.8 %	During whole timeframe	As a % of job costs
## A sa work to the market identified ## A sa work in th	Forward workload	17,285,100	62,074,860	End of timeframe	
Market share Affacts share Affacts share Affacts share split (UK) 0 % 0 % 0 % During whole timeframe Affacts share split (UK) 0 % 0 % During whole timeframe Affacts share split (UK) 0 % 0 % During whole timeframe 100 % 114 % During whole timeframe 100 % 119 % During whole timeframe 100 % 110 % During whole timeframe 100 % 110 % During whole timeframe 100 % 0 9 % D	Forward margin	617,535	1,266,402	End of timeframe	
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Subcontractor labour used on site 0 % 5 % During whole timeframe ob completion efficiency n/a 0.95 During whole timeframe ob to 1, where 1 is the optimum level Reduction in job costs (build) due to targeted investments 0.0 % 0.8 % During whole timeframe ob to 1, where 1 is the optimum level Por D&B jobs, change in build cost due to consultant designer 10 % 0.8 % During whole timeframe ob timeframe of risk contingency included in bids 1.0 1.0 During whole timeframe obline or timeframe of the contingency included in bids 1.0 1.0 During whole timeframe obline or timeframe of the contingency included in bids 1.0 1.0 During whole timeframe obline or timeframe of the contingency included in bids 1.0 1.0 During whole timeframe obline or timeframe of the contingency in the bid of the contingency in the	Jobs finished late	0	0	During whole timeframe	
ob completion efficiency Reduction in job costs (build) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted in	Ineffective labour on site	1 %	1 %	During whole timeframe	
ob completion efficiency Reduction in job costs (build) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (build) due to targeted investments Reduction in job costs (build) due to targeted investments Reduction in job costs (build) due to targeted investments Reduction in job costs (build) due to targeted investments Reduction in job costs (build) due to targeted investments Reduction in job costs (build) due to targeted investments Reduction in job costs (build) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments During whole timeframe During whole timeframe 0=No contingency, 1=sensible level, 2=full risk cost Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments During whole timeframe D=No contingency, 1=sensible level, 2=full risk cost Reduction in job costs (risk) due to targeted investments Reduction in job costs (risk) due to targeted investments D=No contingency in the bid P=No contingency in the bid D=No contingency in the bid D=No contingency in the bid	Subcontractor labour used on site	0 %	5 %		As a % of total labour
Reduction in job costs (build) due to targeted investments 0.0 % 0.8 % During whole timeframe Reduction in job costs (risk) due to targeted investments 0.0 % 0.3 % During whole timeframe O=No contingency, 1=sensible level, 2=full risk cost During whole timeframe During whole timeframe O=No contingency, 1=sensible level, 2=full risk cost During whole timeframe During whole timeframe O=No contingency, 1=sensible level, 2=full risk cost During whole timeframe During whole timeframe During whole timeframe O=No contingency, 1=sensible level, 2=full risk cost During whole timeframe During whole timeframe During whole timeframe	Job completion efficiency	n/a	0.95		0 to 1, where 1 is the optimum level
Reduction in job costs (risk) due to targeted investments 0.0 % 0.3 % During whole timeframe For D&B jobs, change in build cost due to consultant designer -0.7 % -0.9 % During whole timeframe During whole timeframe 0=No contingency, 1=sensible level, 2=full risk cost During whole timeframe O=No contingency in the bid As a % of the contingency in the bid Change in risk cost incurred due to mitigating factors -15.8 % -43.5 % During whole timeframe During whole timeframe O=No contingency, 1=sensible level, 2=full risk cost As a % of the contingency in the bid	Reduction in job costs (build) due to targeted investments	0.0 %	0.8 %		-
For D&B jobs, change in build cost due to consultant designer -0.7 % -0.9 % During whole timeframe During whole timeframe 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 During whole timeframe During whole timeframe During whole timeframe	Reduction in job costs (risk) due to targeted investments		0.3 %		
Measure of risk contingency included in bids 1.0 During whole timeframe 0=No contingency, 1=sensible level, 2=full risk cost During whole timeframe 1.0 During whole timeframe O=No contingency, 1=sensible level, 2=full risk cost During whole timeframe 1.0 During whole timeframe O=No contingency, 1=sensible level, 2=full risk cost During whole timeframe	For D&B jobs, change in build cost due to consultant designer				
Risk cost incurred before mitigating factors 21 % 62 % During whole timeframe As a % of the contingency in the bid During whole timeframe	Measure of risk contingency included in bids		1.0		0=No contingency, 1=sensible level, 2=full risk cost
Change in risk cost incurred due to mitigating factors -15.8 % -43.5 % During whole timeframe	Risk cost incurred before mitigating factors				
	Change in risk cost incurred due to mitigating factors				- -
	Risk cost incurred after mitigating factors				As a % of the contingency in the bid