

ENGINUITY 2022 COMPETITION

PERFORMANCE REVIEW FOR 'AECOMplete Shambles'

MANAGEMENT TEAM

Eileen Bourns

Lydia Rouillard

Timothy Chang

Ed Keogh

SPONSOR

AECOM

THE CHALLENGE



It is the **beginning of 2022**.

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 :-

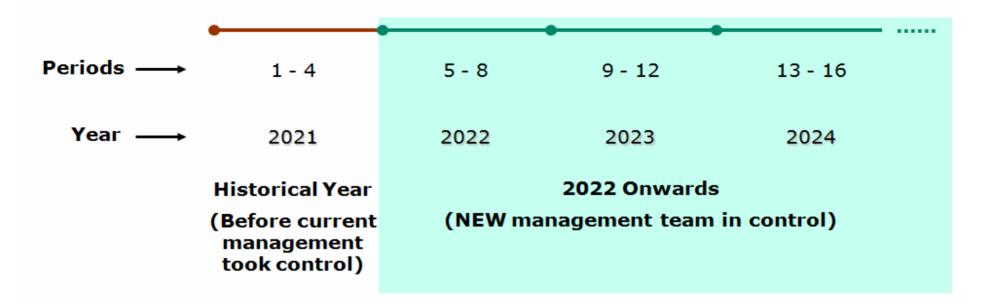
- The economic environment in which the company is operating
- The strengths and weaknesses of the business as it currently stands

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)

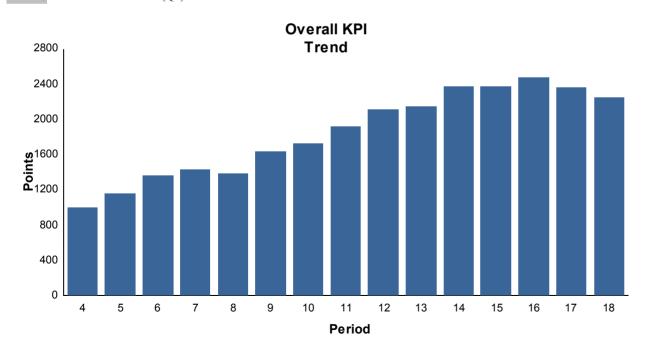
During the Later Years the teams compete 'head to head' against each other for work. This creates an even more uncertain and pressurized environment in which the skills and team dynamics formed in the early years are really put to the test.

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 2,250 points

End			Gross Profit To	Operating 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	2021 (Q4)	40	170	120	170	130	80	70	100	70	50	1,000
5 Early Yea	urs 2022 (Q1)	55	161	142	172	154	97	102	141	73	70	1,167
6 Early Yea	urs 2022 (Q2)	66	137	111	169	185	122	166	248	73	90	1,367
7 Early Yea	urs 2022 (Q3)	78	158	181	188	202	122	128	189	77	107	1,430
8 Early Yea	urs 2022 (Q4)	97	159	198	205	210	134	82	117	69	122	1,393
9 Early Yea	urs 2023 (Q1)	103	177	224	223	218	173	125	171	72	153	1,639
10 Early Yea	urs 2023 (Q2)	109	193	255	247	223	173	126	161	71	174	1,732
11 Early Yea	urs 2023 (Q3)	116	208	288	277	231	193	151	179	75	208	1,926
12 Early Yea	urs 2023 (Q4)	124	219	314	305	240	213	176	202	90	238	2,121
13 Later Yea	ars 2024 (Q1)	134	223	330	332	244	237	134	150	107	263	2,154
14 Later Yea		140	234	352	354	250	261	189	184	129	289	2,382
15 Later Yea		144	236	352	365	252	273	153	147	136	316	2,374
16 Later Yea		147	241	352	379	254	285	176	169	139	340	2,482
17 Later Yea		152	242	356	399	251	297	83	80	134	367	2,361
18 Later Yea	rs 2025 (Q2)	152	235	338	384	243	309	49	47	107	386	2,250



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

Number414FINANCIAL MAN GENIRTS10.33.8,00126.5%Ind of inneframeState price1.0771.6323.5%Ind of inneframeAverage capital base4.087,501.5%Arts for ab pricio of time rameAverage capital base4.087,501.1%Integ whole timeframeAverage capital base6.976,6441.1%Integ whole timeframeAverage capital base6.976,6441.087,5601.1%Sa a 5% of pho coasOverhad costs1.1 %2.0 %During whole timeframeAs a 5% of pho coasAverage capital base1.3 %1.1 %During whole timeframeAs a 5% of pho coasDividend paid1.3 %1.1 %During whole timeframeAs a 5% of pho coasForward wrangin58.624226.539Find of timeframeAs a 5% of pho coasOverhad coasts1.1 %2.5 %During whole timeframeAs a 5% of pho coasMarkel share split (DV)3.5 %3.7 %During whole timeframeAs a 5% of pho coasMarkel share split (DV)3.5 %3.7 %During whole timeframeSo of the overall new work in the market idealifiedMarkel share split (DV)3.5 %3.7 %During whole timeframeSo of the overall new work in the market idealifiedMarkel share split (DV)1.0 %1.0 %During whole timeframeSo of the overall new work in the market idealifiedMarkel share split (DV)1.0 %During whole timeframeSo of the overall new work in the market idealifiedMarkel share split (History	Since	Change	Basis	Additional information
Company value 4,470,589 10,378,1800 12.65 % ind of imerizane Stare price 10,7 1.63 52.5% ind of imerizane Average capital base sufficiation 51.5% 57.76,540 11.5% indo of imerizane Average capital base sufficiation 6.97,644 16.087,560 13.1% isolaph period of imerizane Average capital base sufficiation 6.97,644 16.087,560 13.1% isolaph period of imerizane Average capital base 4.8 % of job costs 4.8 % of job costs Overhead costs 1.4 % 4.0 % During whole timeframe As a % of job costs Net operating profit 1.64 % 4.0 % During whole timeframe As a % of job costs Feward mign 3.35 % 1.1 % During whole timeframe As a % of job costs Feward mign 3.68,224 276,339 Lind of imerizane As a % of job costs OVEREAD WAXCENENT 15% % 2.76,339 Lind of imerizane % of the overall new writ in the market identified Market share split (UK) 3.5 % 3.7 % During whole timeframe % of dote overall new writ in the market identified <	Number of periods	4	14			
Share price1112222235333 <th< td=""><td>FINANCIAL MANAGEMENT</td><td></td><td></td><td></td><td></td><td></td></th<>	FINANCIAL MANAGEMENT					
Average capital base40,07,63451%81%41% Each period of timeframeAverage turnover6.95,64416,087,550131% Each period of timeframeAs a 'b of job oxtsOverhead costs3.1%2.0%During whole timeframeAs a 'b of job oxtsOverhead costs3.3%1.1%During whole timeframeAs a 'b of job oxtsNet operating profit1.4 %4.0 %During whole timeframeAs a 'b of job costsProvad work(ad16,06,53011,237,050End of timeframeAs a 'b of job costsForward work(ad16,06,53011,237,050End of timeframeAs a 'b of job costsPower the subsect of timeframeSo of the overall new work in the market identifiedAs a 'b of the overall new work in the market identifiedAkst share split (UK)35 %37 %During whole timeframe% of the overall new work in the market identifiedMarket share split (UK)35 %37 %During whole timeframe% of the overall new work in the market identifiedMarket share split (UK)35 %37 %During whole timeframe% of the overall new work in the market identifiedMarket share split (UK)35 %37 %During whole timeframe% of the overall new work in the market identifiedMarket share split (UK)35 %36 %During whole timeframe% of the axet share in the UKMarket share split (UK)35 %37 %During whole timeframeØ for market share in the UKMarket share split (UK)35 %38 %During whole timeframeØ for mark	Company value	4,670,589	10,538,080	126 %	End of timeframe	
Average turnover $51 \ \%$ $81 \ \%$ Fach period of timeframeJoh profit $4.8 \ \%$ $6.80 \ \%$ 111 \ % Each period of timeframeAs a % of job costsOverhead costs $3.1 \ \%$ $2.0 \ \%$ During whole timeframeAs a % of job costsNet operating profit $1.4 \ \%$ $4.0 \ \%$ During whole timeframeAs a % of job costsDivideal plad $3.3 \ %$ $1.1 \ \%$ During whole timeframeAs a % of job costsForward wolfold $1.020 \ xcosts$ $2.0 \ xcosts$ As a % of job costs after tax and interestPowerlad costs $1.13 \ %$ During whole timeframeAs a % of job costsForward wolfold $1.020 \ xcosts$ $2.0 \ xcosts$ As a % of job costsForward wolfold $1.020 \ xcosts$ $3.0 \ %$ $3.0 \ %$ Forward wolfold $1.03 \ %$ $2.5 \ %$ During whole timeframe% of the overall new work in the market identifiedWaftet share split(UK) $3.5 \ %$ During whole timeframe% of the overall new work in the market identifiedWaftet share split(UK) $3.5 \ %$ During whole timeframe% of the market share in the UKWaftet share split(UK) $3.5 \ %$ During whole timeframe% of the coverall new work in the market identifiedWaftet share split(UK) $3.5 \ %$ During whole timeframe% of the market share on the UKWaftet share split(UK) $3.5 \ %$ During whole timeframe% of the market share on the UKWaftet share split(UK) $3.5 \ %$ During whole timeframe% of the market share on the UK <td>Share price</td> <td>1.07</td> <td>1.63</td> <td>52 %</td> <td>End of timeframe</td> <td></td>	Share price	1.07	1.63	52 %	End of timeframe	
Average turnover6.97 6.4416.087 5.90131 % he priord of timeframe to by prioriAs a % of job costsOverhead costs3.1 %2.0 %During whole timeframe timeframeAs a % of job costsOverhead costs3.1 %2.0 %During whole timeframe timeframe As a % of job costsAs a % of job costsDividend paid3.3 %1.1 %During whole timeframe timeframeAs a % of job costsForward worklad16.00 £.0211.237.050End of timeframe timeframeAs a % of job costsForward margin26.52276.359End of timeframe timeframe% of the overall new work in the market identifiedMarket share split (UK)65.563.5%During whole timeframe timeframe% of the market share in the UKMarket share split (UV)65.563.5%During whole timeframe timeframe% of market share in the UKMarket share split (UV)65.5%63.5%During whole timeframe timeframe% of market share in the UKMarket share split (UV)65.5%63.7%During whole timeframe timeframe% of market share in the UKMarket share split (UV)65.5%71.1During whole timeframe timeframe% of market share in the UKMarket share split (UK)13.0%During whole timeframe timeframe% of market share of the UKMarket share split (UK)5%13.0%During whole timeframe timeframe% of market share of the UKMarket share split (UK)10.0%13.0%During whole timeframe timeframe% of market shar	Average capital base	4,087,638	5,776,584	41 %	Each period of timeframe	
Job poriti44.8% 48.8%6.8% 6.8%During whole tuncframe As a % of job costsOverhead costs31.4% 4.0%40.9%During whole tuncframe As a % of job costsProvard workload16.02.6,52011,237,050End of tuncframe End of tuncframeForward workload16.02.6,52011,237,050End of tuncframe End of tuncframeOVERTHEAD NANCENENT050.5%During whole tuncframe % of the overall new work in the market identifiedMarket share split (UK)35% 40.5%35%During whole tuncframe % of the overall new work in the market identifiedMarket share split (UV)65% 40.5%Os work in the market identified% of market share of the UKMarket share split (UV)65% 40.5%Os work in the market identified% of market share of the UKHead office sattling level100% 40.5%130%During whole tuncframe % of the market share Overseas cousied the UKNumber of jobs won521 21During whole tuncframe % of the overseas cousied the UKNumber of jobs won521 21During whole tuncframe bliding success rateOut of 10 During whole tuncframe Jobs mona a % of jobs bid forDist sufficient consustence00During whole tuncframe Jobs won a site of the overall new work in the market identifiedJobs finished on time00During whole tuncframe Jobs won a site of the overall new work in the market identifiedJobs finished on time00During whole tuncframe Jobs won a site of the overall new work in the market iden	Average capital base utilisation	51 %	81 %		Each period of timeframe	
Overhead costs3.1 % to 2.0 %2.0 % During whole timeframe to a s % of job costsAs a % of job costsNet operating profit:3.3 % to 2.0 %1.1 % During whole timeframe to d timeframeAs a % of job costsAs a % of job costsForward margin16.02.6,520 to 2.6,20 %11.237,050For d of timeframeAs a % of job costsAs a % of job costsForward margin85.66.22 to 270,530 %270,530 %For d of timeframeAs a % of job costsAs a % of job costsOVERHEAD MANAGEMENT55.% to 3.7 %During whole timeframe % of the overall new work in the market identified % of the overall new work in the market identified % of the overall new work in the market identified % of the market share in the UKMarket share split (UK)65 % to 65 %63 % to 100 %During whole timeframe % of the market share in the UKMarket share split (DV)65 % to 100 %During whole timeframe to 100 %Optimum level is 100%Market share split (DV)65 % to 100 %During whole timeframe to 100 %Optimum level is 100%Market share split (DV)65 % to 20 %During whole timeframe to 100 %Optimum level is 100%Market share split (DV)65 % to 21 %During whole timeframe to 100 %Optimum level is 100 %Murker of jobs won5 to 21 %During whole timeframe to 100 %During whole timeframe to 100 %Procettexture0 to 10 %During whole timeframe to 10 %During whole timeframe to 10 %Jobs finished on time0 to 10 %Dur	Average turnover	6,976,444	16,087,560	131 %	Each period of timeframe	
Net operating profit1.4 %4.0 %During whole timeframe prive work workloadAs a % of job costs after tax and interestDividend paid16.026.52011.237.050End of timeframe Forward workloadAs a % of job costsForward workload16.026.52011.237.050End of timeframeAs a % of job costsOVERNEAD MANGEMENTWDuring whole timeframe % of the overall new work in the market identified% of the overall new work in the market identifiedMarket share split (UK)55 %63 %During whole timeframe % of fmarket share optiesa. Quiside the UK)Head office staffing level100 %122 %During whole timeframe whole timeframeOVERNEAD100 %130 %During whole timeframe whole timeframe to private were lis 100%Optimum level is 100%PROCEENENT1261During whole timeframe bot more whole timeframe to private were lis 100%Number of jobs won521During whole timeframe to private were lis 100%Number of jobs won1261During whole timeframe to private were lis 100%PROCEENON1000Project manager weighting000Project manager weighting000Project manager weighting000Project manager weighting000Project manager weighting000Project manager weighting000Jobs finished early000Jobs finished on time <td< td=""><td>Job profit</td><td>4.8 %</td><td>6.8 %</td><td></td><td>During whole timeframe</td><td>As a % of job costs</td></td<>	Job profit	4.8 %	6.8 %		During whole timeframe	As a % of job costs
Dividen paid3.3 % 1.1 % 1602652011.237.05 1523.750During whole timeframe Forward marginAs a % of job costsForward margin586.224276,359End of timeframe Forward margin% of the overall new work in the market identifiedOVERHEAD MANGEMENTWarket share split (Uk)35 %37 %During whole timeframe whole timeframe % of the overall new work in the market identifiedMarket share split (Uk)35 %37 %During whole timeframe whole timeframe 0 for market share of the UKMarket share split (Uk)65 %63 %During whole timeframe whole timeframe 0 for market share of the UKMarket share split (Uk)100 %130 %During whole timeframe optimum level is 100%QHSE staffing level100 %130 %During whole timeframe optimum level is 100%Measurement slaffing level10 %31 %During whole timeframe optimum level is 100%Number of jobs bid for1261During whole timeframe med whole timeframeNumber of jobs bid for211During whole timeframe bid staffingBidding success rate234 %During whole timeframe project manager resignitions0Ot of 10100During whole timeframe project managers0.1 %Jobs finished on time21%355.470During whole timeframe timeframeIndicating the out site017During whole timeframe timeframe0Jobs finished on time00During whole t	Overhead costs	3.1 %	2.0 %		During whole timeframe	As a % of job costs
Forward workload16,025,52011,237,050End of timeframeForward margin586,224276,559End of timeframeMarket share11 %25 %During whole timeframe% of the overall new work in the market identifiedMarket share split (UK)35 %37 %During whole timeframe% of the overall new work in the market identifiedMarket share split (UK)65 %66 %During whole timeframe% of the narket share in the UKMarket share split (UK)65 %66 %During whole timeframe% of the market share in the UKMarket share split (UK)65 %63 %During whole timeframe% of the market share in the UKMarket share split (UK)65 %63 %During whole timeframe% of the market share or sense (outside the UK)Head off inerfame100 %130 %During whole timeframeOptimum level is 100%Muster of jobs id for1261During whole timeframeNumber of jobs won521During whole timeframeNumber of jobs won521During whole timeframeNumber of jobs hid for00During whole timeframeNumber of jobs nots payments to project managers21,48535,570During whole timeframeJobs finished early010During whole timeframeJobs finished early010During whole timeframeJobs finished later00During whole timeframeJobs finished later0 %3 %During whole timeframeJobs	Net operating profit	1.4 %	4.0 %		During whole timeframe	As a % of job costs after tax and interest
Forward margin586,24276,359End of timeframeOVERLEAD MANGEMENTMarket share split (UK)11 %25 %During whole timeframe% of the overall new work in the market identifiedMarket share split (UK)35 %37 %During whole timeframe% of the market share in the UKMarket share split (UK)65 %63 %During whole timeframe% of the market share in the UKMarket share split (UK)65 %63 %During whole timeframe% of market share in the UKMarket share split (UK)65 %63 %During whole timeframe% of market share in the UKMarket share split (UK)65 %63 %During whole timeframeOptimum level is 100%(MBS staffing level100 %130 %During whole timeframeOptimum level is 100%Musher of jobs bid for1261During whole timeframeDuring whole timeframeNumber of jobs won521During whole timeframeJobs won as a % of jobs bid forJOB PROCRESSION8.08.2During whole timeframeDuring whole timeframeProject manager weighting8.08.2During whole timeframeDue to insufficient bonus levels or being headhuntedJobs finished tart00During whole timeframeUto f 10Jobs finished tart00During whole timeframeDuring whole timeframeJobs finished tart03 %During whole timeframeUto f 10Jobs finished tart00During whole timeframeDuring whole ti	Dividend paid	3.3 %	1.1 %		During whole timeframe	As a % of job costs
OVERHEAD MANAGEMENTMarket share11 %25 %During whole timeframe% of the overall new work in the market identifiedMarket share split (UK)35 %37 %During whole timeframe% of the overall new work in the market identifiedMarket share split (UV)65 %63 %During whole timeframe% of the overall new work in the market identifiedHead office saffing level100 %122 %During whole timeframeOptimum level is 100%OHSE saffing level100 %130 %During whole timeframeOptimum level is 100%Masearement staffing level100 %130 %During whole timeframeOptimum level is 100%Number of jobs bid for12 61During whole timeframeOptimum level is 100%Number of jobs bid for12 61During whole timeframeJobs won as a % of jobs bid forPROCURENEN100During whole timeframeJobs won as a % of jobs bid forProject manager resignations00During whole timeframeOut of 10Dos finished late00During whole timeframeJobs to insufficient bonus levels or being headhuntedJobs finished late00During whole timeframeA a % of total labourJobs constletion in job costs (bid) due to targeted investments0.0 %3.3During whole timeframeJobs finished late00During whole timeframeA a % of total labourJobs finished late0.0 %0.2 %During whole timeframeA a % of total labourJobs constl	Forward workload	16,026,520	11,237,050		End of timeframe	
Market share11 %25 %During whole timeframe% of the overall new work in the market identifiedMarket share split (UK)35 %37 %During whole timeframe% of the market share in the UKMarket share split (UV)65 %63 %During whole timeframe% of market share oversace (outside the UK)Head office staffing level100 %122 %During whole timeframeOptimum level is 100%QHSE staffing level100 %130 %During whole timeframeOptimum level is 100%Measurement staffing level100 %130 %During whole timeframeOptimum level is 100%Number of jobs bid for1261During whole timeframeOptimum level is 100%Number of jobs won521During whole timeframeJobs won as a % of jobs bid forPROCUREMENT42 %34 %During whole timeframeJobs won as a % of jobs bid forProject manager resignations00During whole timeframeDuto 10Project manager resignations00During whole timeframeJobs finished earlyJobs finished attr00During whole timeframeLow insufficient bonus levels or being headhuntedJobs finished on time2 %11 %355,470During whole timeframeJobs finished on time0 %0During whole timeframeAs a % of total labourJobs finished tate0 %0During whole timeframeAs a % of total labourJobs finished tate0 %0.95During whole timeframeAs a %	Forward margin	586,224	276,359		End of timeframe	
Market share split (UK)35 %37 %During whole timeframe% of the market share in the UKMarket share split (UV)65 %63 %During whole timeframe% of market share (nuclease) (nuclease)Head office staffing level100 %122 %During whole timeframeOptimum level is 100%QHSE staffing level100 %130 %During whole timeframeOptimum level is 100%Measurement staffing level100 %130 %During whole timeframeOptimum level is 100%Mumber of jobs bid for1261During whole timeframeDown as a % of jobs bid forNumber of jobs won521During whole timeframeJobs won as a % of jobs bid forStaffing success rate42 %35 %, 70During whole timeframeDown as a % of jobs bid forProject manager weighting8.08.2During whole timeframeDuring whole timeframeProject manager weighting017During whole timeframeDue to insufficient bonus levels or being headhuntedJobs finished early017During whole timeframeJobs for Stafficient bonus levels or being headhuntedJobs finished on time00During whole timeframeJobs for Stafficient bonus levels or being headhuntedJobs finished on time00During whole timeframeJobs for Stafficient bonus levels or being headhuntedJobs finished on time00During whole timeframeJobs for Stafficient bonus levels or being headhuntedJobs finished on time00During whole timefr	OVERHEAD MANAGEMENT					
Market share split (OV)65 %63 %During whole timeframe% of market share Overseas (outside the UK)Head office stafting level100 %120 %During whole timeframeOptimum level is 100%Measurement staffing level100 %130 %During whole timeframeOptimum level is 100%Measurement staffing level100 %130 %During whole timeframeOptimum level is 100%PROCUREMENT1261During whole timeframeJobs won as a % of jobs bid forBidding success rate42 %34 %During whole timeframeJobs won as a % of jobs bid forProject manager weighting8.08.2During whole timeframeDuring whole timeframeProject manager resignations00During whole timeframeDuring whole timeframeJobs finished ard y017During whole timeframeDuring whole timeframeJobs finished ard y00During whole timeframeDuring whole timeframeJobs finished ard y017During whole timeframeDuring whole timeframeJobs finished ard y00During whole timeframeAs a % of total labourJobs finished ard y00During whole timeframeJobs finished are0%3%During whole timeframeJobs finished are0%10%During whole timeframeJobs finished are0%10%During whole timeframeJobs finished are0%10%During whole timeframeJobs finished are0%10%<	Market share	11 %	25 %		During whole timeframe	% of the overall new work in the market identified
Market share split (OV)65 %63 %During whole timeframe% of market share Overseas (outside the UK)Head office staffing level100 %120 %During whole timeframeOptimum level is 100%Measurement staffing level100 %130 %During whole timeframeOptimum level is 100%Measurement staffing level100 %130 %During whole timeframeOptimum level is 100%PROCUREMENT1261During whole timeframeJobs won as a % of jobs bid forBidding success rate42 %34 %During whole timeframeJobs won as a % of jobs bid forDIS PROCRESSION17During whole timeframeOut of 10Project manager weighting8.08.2During whole timeframeDuring whole timeframeJobs finished ardy017During whole timeframeDuring whole timeframeJobs finished ardy00During whole timeframeDuring whole timeframeJobs finished ardy017During whole timeframeJobs finished ardy00During whole timeframeJobs finished are00During whole timeframe<	Market share split (UK)	35 %	37 %		During whole timeframe	% of the market share in the UK
Head office staffing level100 %122 %During whole timeframe During whole timeframe Optimum level is 100%Optimum level is 100%QHSE staffing level100 %130 %During whole timeframe During whole timeframeOptimum level is 100%PROCUREMENT1261During whole timeframe Jobs won521Number of jobs won521During whole timeframeJobs won as a % of jobs bid forJOB PROCRESSION1261During whole timeframeJobs won as a % of jobs bid forProject manager resignations00During whole timeframeDuring whole timeframeJobs finished early017During whole timeframeDuring whole timeframeJobs finished late00During whole timeframeLeve to insufficient bonus levels or being headhuntedIneffective labour on site2 %1 %During whole timeframeAs a % of total labourJobs finished late00During whole timeframeJobs consite.2 %1 %During whole timeframeJobs consite.2 %1 %During whole timeframeJobs consite.0 %3 %During whole timeframeJobs consite.0 %2 %1 %Jobs consite.0 %0 %Reduction in job costs (risk) due to targeted investments0.0 %Job consite.0 %1.0 %During whole timeframeReduction in job costs (risk) due to consultant designer0.0 %1.1 %Reduction in job costs (risk) due to targeted inv		65 %	63 %		-	% of market share Overseas (outside the UK)
QHSE staffing level100 %130 %During whole timeframe During whole timeframeOptimum level is 100%ROCUREMENT100 %130 %During whole timeframeOptimum level is 100%Number of jobs bid for1261During whole timeframeNumber of jobs wonBidding success rate42 %34 %During whole timeframeJobs won as a % of jobs bid forJOE ROGRESSION70During whole timeframeOut of 10Project manager resignations00During whole timeframeDue to insufficient bonus levels or being headhuntedJobs finished early017During whole timeframeDue to insufficient bonus levels or being headhuntedJobs finished atef00During whole timeframeDue to insufficient bonus levels or being headhuntedJobs finished atef017During whole timeframeDue to insufficient bonus levels or being headhuntedJobs finished late00During whole timeframeAs a % of total labourJob completion efficiencyn/a0.95During whole timeframeAs a % of total labourJob completion efficiencyn/a0.95During whole timeframeOt 1, where 1 is the optimum levelFor D&B Jobs, change in build cost due to consultant designer0.0%-1.2%During whole timeframeFor D&B Jobs, change in build cost due to consultant designer0.0%-1.2%During whole timeframeFor D&B Jobs, change in build cost due to consultant designer0.0%0.12%During whole timeframeFor D&B		100 %	122 %			
Measurement staffing level100 %130 %During whole timeframeOptimum level is 100%PROCUREMENT1261During whole timeframeNumber of jobs bid for1261During whole timeframeNumber of jobs won521During whole timeframeJobs won as a % of jobs bid forBidding success rate42 %34 %During whole timeframeJobs won as a % of jobs bid forJOB PROGRESSION8.08.2During whole timeframeOut of 10Project manager veighting8.08.2During whole timeframeDure to insufficient bonus levels or being headhuntedJobs finished early017During whole timeframeDuring whole timeframeJobs finished artification time00During whole timeframeJobs finished artification time017During whole timeframeJobs finished artification time00During whole timeframeJobs finished late00During whole timeframeIneffective labour used on site0%3%During whole timeframeJob conpletion efficiencyn/a0.95During whole timeframeI ob const (build) due to targeted investments0.0%0.2%During whole timeframeFor D&B jobs, change in build cost due to consultant designer0.0%-1.2%During whole timeframeKeduction in job cost (skild) due to targeted investments0.0%0.2%During whole timeframeFor D&B jobs, change in build cost due to consultant designer0.0%0.2%During	-	100 %				Optimum level is 100%
Number of jobs bid for1261During whole timeframeNumber of jobs won521During whole timeframeBidding success rate42 %34 %During whole timeframeJobs won as a % of jobs bid forJOB PROCRESSIONProject manager resignations08.08.2During whole timeframeOut of 10Note gain from bonus payments to project managers21,485355,470During whole timeframeDue to insufficient bonus levels or being headhuntedJobs finished arly017During whole timeframeDue to insufficient bonus levels or being headhuntedJobs finished late00During whole timeframeJobs concluster all labour used on site2 %1 %During whole timeframeJobe completion efficiencyn/a0.95During whole timeframeReduction in job costs (build) due to targeted investments0.0 %0.2 %For D&B jobs, change in build cost due to consultant designer0.0 %0.2 %Measure of risk contingency included in bids1.00.9During whole timeframeMeasure of risk contingency included in bids1.00.9During whole timeframeMeasure of risk cost incurred due to mitigating factors63 %61 %During whole timeframeMeasure of risk cost incurred due to mitigating factors1.3 %-37.1 %During whole timeframe	· · ·	100 %	130 %			Optimum level is 100%
Number of jobs won521During whole timeframe During whole timeframeJobs won as a % of jobs bid forJOB PROGRESSION700	PROCUREMENT					
Number of jobs won521During whole timeframe During whole timeframeJobs won as a % of jobs bid forJOB PROGRESSION700		12	61		During whole timeframe	
Bidding success rate42 %34 %During whole timeframeJobs won as a % of jobs bid forJOB PROCRESSIONProject manager weighting8.08.2During whole timeframeOut of 10Project manager resignations00During whole timeframeDue to insufficient bonus levels or being headhuntedNet gain from bonus payments to project managers21,485355,470During whole timeframeDue to insufficient bonus levels or being headhuntedJobs finished arly017During whole timeframeDuring whole timeframeJobs finished ntime05During whole timeframeJobs finished late00During whole timeframeIneffective labour on site2 %1 %During whole timeframeSubcontractor labour used on site0 %3 %During whole timeframeReduction in job costs (trisk) due to targeted investments0.0 %1.0 %Pro Ba Jobs, finisk due to targeted investments0.0 %0.2 %Pro Ba Jobs, finisk cost incurred beto mitigating factors53 %61 %Change in risk cost incurred due to mitigating factors53 %61 %During whole timeframeAs a % of the numery in the bidAs a % of the numery in the bid	-					
Project manager weighting8.08.2During whole timeframeOut of 10Project manager resignations00During whole timeframeDue to insufficient bonus levels or being headhuntedNet gain from bonus payments to project managers21,485355,470During whole timeframeDue to insufficient bonus levels or being headhuntedJobs finished early017During whole timeframeJobs finished on timeDuring whole timeframeJobs finished on time05During whole timeframeJobs finished lateDuring whole timeframeJobs finished late00During whole timeframeJobs finished lateAs a % of total labourSubcontractor labour used on site0%3%During whole timeframeAs a % of total labourJob sompletion efficiencyn/a0.95During whole timeframeO to 1, where 1 is the optimum levelReduction in job costs (build) due to targeted investments0.0%1.0%During whole timeframeFor D&B jobs, change in build cost due to consultant designer0.0%-1.2%During whole timeframeReaver of risk contingency included in bids1.00.9During whole timeframeRisk cost incurred due to mitigating factors53%61%During whole timeframeChange in risk cost incurred due to mitigating factors-33.1%-37.1%During whole timeframe		42 %	34 %		-	Jobs won as a % of jobs bid for
Project manager weighting8.08.2During whole timeframeOut of 10Project manager resignations00During whole timeframeDue to insufficient bonus levels or being headhuntedNet gain from bonus payments to project managers21,485355,470During whole timeframeDue to insufficient bonus levels or being headhuntedJobs finished early017During whole timeframeJobs finished on timeDuring whole timeframeJobs finished on time05During whole timeframeJobs finished lateDuring whole timeframeJobs finished late00During whole timeframeJobs finished lateAs a % of total labourSubcontractor labour used on site0%3%During whole timeframeAs a % of total labourJob sompletion efficiencyn/a0.95During whole timeframeO to 1, where 1 is the optimum levelReduction in job costs (build) due to targeted investments0.0%1.0%During whole timeframeFor D&B jobs, change in build cost due to consultant designer0.0%-1.2%During whole timeframeReaver of risk contingency included in bids1.00.9During whole timeframeRisk cost incurred due to mitigating factors53%61%During whole timeframeChange in risk cost incurred due to mitigating factors-33.1%-37.1%During whole timeframe	JOB PROGRESSION					
Project manager resignations00During whole timeframeDue to insufficient bonus levels or being headhuntedNet gain from bonus payments to project managers21,485355,470During whole timeframeJobs finished early017During whole timeframeJobs finished on time05During whole timeframeJobs finished late00During whole timeframeJobs finished antime2%1%During whole timeframeSubcontractor labour used on site0%3%During whole timeframeJob completion efficiencyn/a0.95During whole timeframeReduction in job costs (build) due to targeted investments0.0%1.0%During whole timeframeFor D&B jobs, change in build cost due to consultant designer0.0%1.2%During whole timeframeFor tisk cost incurred before mitigating factors53%61%During whole timeframeChange in risk cost incurred due to mitigating factors53%61%During whole timeframeChange in risk cost incurred due to mitigating factors-37.1%During whole timeframe		8.0	8.2		During whole timeframe	Out of 10
Net gain from bonus payments to project managers21,485355,470During whole timeframeJobs finished early017During whole timeframeJobs finished on time05During whole timeframeJobs finished late00During whole timeframeIneffective labour on site2 %1 %During whole timeframeSubcontractor labour used on site0 %3 %During whole timeframeJob completion efficiencyna0.95During whole timeframeReduction in job costs (build) due to targeted investments0.0 %1.0 %During whole timeframeFor D&B jobs, change in build cost due to consultant designer0.0 %-1.2 %During whole timeframeMeasure of risk contingency included in bids1.00.9During whole timeframeKeisk cost incurred before mitigating factors53 %61 %During whole timeframeChange in risk cost incurred due to mitigating factors-13.1 %-37.1 %During whole timeframe						
Jobs finished early017During whole timeframeJobs finished on time05During whole timeframeJobs finished late00During whole timeframeIneffective labour on site2%1%During whole timeframeSubcontractor labour used on site0%3%During whole timeframeJob completion efficiencyn/a0.95During whole timeframeReduction in job costs (build) due to targeted investments0.0%1.0%During whole timeframeFor D&B jobs, change in build cost due to consultant designer0.0%-1.2%During whole timeframeMeasure of risk contingency included in bids1.00.9During whole timeframeRisk cost incurred before mitigating factors53%61%During whole timeframeChange in risk cost incurred due to mitigating factors-13.1%-37.1%During whole timeframe		21,485	355,470			č
Jobs finished on time05During whole timeframeJobs finished late00During whole timeframeIneffective labour on site2 %1 %During whole timeframeSubcontractor labour used on site0 %3 %During whole timeframeJob completion efficiencyn/a0.95During whole timeframeReduction in job costs (build) due to targeted investments0.0 %1.0 %During whole timeframeReduction in job costs (risk) due to targeted investments0.0 %-1.2 %During whole timeframeFor D&B jobs, change in build cost due to consultant designer0.0 %-1.2 %During whole timeframeMeasure of risk contingency included in bids1.00.9During whole timeframeRisk cost incurred before mitigating factors53 %61 %During whole timeframeChange in risk cost incurred due to mitigating factors-13.1 %-37.1 %During whole timeframe						
Jobs finished late00During whole timeframeIneffective labour on site2 %1 %During whole timeframeSubcontractor labour used on site0 %3 %During whole timeframeAs a % of total labourJob completion efficiencyn/a0.95During whole timeframe0 to 1, where 1 is the optimum levelReduction in job costs (build) due to targeted investments0.0 %1.0 %During whole timeframeFor D&B jobs, change in build cost due to consultant designer0.0 %-1.2 %During whole timeframeMeasure of risk contingency included in bids1.00.9During whole timeframeRisk cost incurred before mitigating factors53 %61 %During whole timeframeChange in risk cost incurred due to mitigating factors-13.1 %-37.1 %During whole timeframe		0				
Ineffective labour on site2 %1 %During whole timeframeSubcontractor labour used on site0 %3 %During whole timeframeAs a % of total labourJob completion efficiencyn/a0.95During whole timeframe0 to 1, where 1 is the optimum levelReduction in job costs (build) due to targeted investments0.0 %1.0 %During whole timeframeFor D&B jobs, change in build cost due to consultant designer0.0 %-1.2 %During whole timeframeMeasure of risk contingency included in bids1.00.9During whole timeframeRisk cost incurred before mitigating factors53 %61 %During whole timeframeChange in risk cost incurred due to mitigating factors-37.1 %During whole timeframe		0				
Subcontractor labour used on site0 %3 %During whole timeframeAs a % of total labourJob completion efficiencyn/a0.95During whole timeframe0 to 1, where 1 is the optimum levelReduction in job costs (build) due to targeted investments0.0 %1.0 %During whole timeframeReduction in job costs (risk) due to targeted investments0.0 %0.2 %During whole timeframeFor D&B jobs, change in build cost due to consultant designer0.0 %-1.2 %During whole timeframeMeasure of risk contingency included in bids1.00.9During whole timeframe0=No contingency, 1=sensible level, 2=full risk costRisk cost incurred before mitigating factors53 %61 %During whole timeframeAs a % of the contingency in the bidChange in risk cost incurred due to mitigating factors-13.1 %-37.1 %During whole timeframe		2 %	1 %			
Job completion efficiencyn/a0.95During whole timeframe0 to 1, where 1 is the optimum levelReduction in job costs (build) due to targeted investments0.0 %1.0 %During whole timeframeReduction in job costs (risk) due to targeted investments0.0 %0.2 %During whole timeframeFor D&B jobs, change in build cost due to consultant designer0.0 %-1.2 %During whole timeframeMeasure of risk contingency included in bids1.00.9During whole timeframeRisk cost incurred before mitigating factors53 %61 %During whole timeframeChange in risk cost incurred due to mitigating factors-13.1 %-37.1 %During whole timeframe	Subcontractor labour used on site	0 %			-	As a % of total labour
Reduction in job costs (build) due to targeted investments0.0 %1.0 %During whole timeframeReduction in job costs (risk) due to targeted investments0.0 %0.2 %During whole timeframeFor D&B jobs, change in build cost due to consultant designer0.0 %-1.2 %During whole timeframeMeasure of risk contingency included in bids1.00.9During whole timeframeRisk cost incurred before mitigating factors53 %61 %During whole timeframeChange in risk cost incurred due to mitigating factors-13.1 %-37.1 %During whole timeframe	Job completion efficiency					0 to 1, where 1 is the optimum level
Reduction in job costs (risk) due to targeted investments0.0 %0.2 %During whole timeframeFor D&B jobs, change in build cost due to consultant designer0.0 %-1.2 %During whole timeframeMeasure of risk contingency included in bids1.00.9During whole timeframeRisk cost incurred before mitigating factors53 %61 %During whole timeframeChange in risk cost incurred due to mitigating factors-13.1 %-37.1 %During whole timeframe	· ·	0.0 %			-	
For D&B jobs, change in build cost due to consultant designer0.0 %-1.2 %During whole timeframeMeasure of risk contingency included in bids1.00.9During whole timeframe0=No contingency, 1=sensible level, 2=full risk costRisk cost incurred before mitigating factors53 %61 %During whole timeframeAs a % of the contingency in the bidChange in risk cost incurred due to mitigating factors-13.1 %-37.1 %During whole timeframe					e e	
Measure of risk contingency included in bids1.00.9During whole timeframe0=No contingency, 1=sensible level, 2=full risk costRisk cost incurred before mitigating factors53 %61 %During whole timeframeAs a % of the contingency in the bidChange in risk cost incurred due to mitigating factors-13.1 %-37.1 %During whole timeframe					-	
Risk cost incurred before mitigating factors53 %61 %During whole timeframeAs a % of the contingency in the bidChange in risk cost incurred due to mitigating factors-13.1 %-37.1 %During whole timeframe					-	0=No contingency, 1=sensible level, 2=full risk cost
Change in risk cost incurred due to mitigating factors -13.1 % -37.1 % During whole timeframe					e	
					-	
						As a % of the contingency in the bid