

## **ENGINUITY 2022 COMPETITION**

## PERFORMANCE REVIEW FOR 'Babble Royale'

## **MANAGEMENT TEAM**

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## **SPONSOR**

Jacobs

## 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 :-

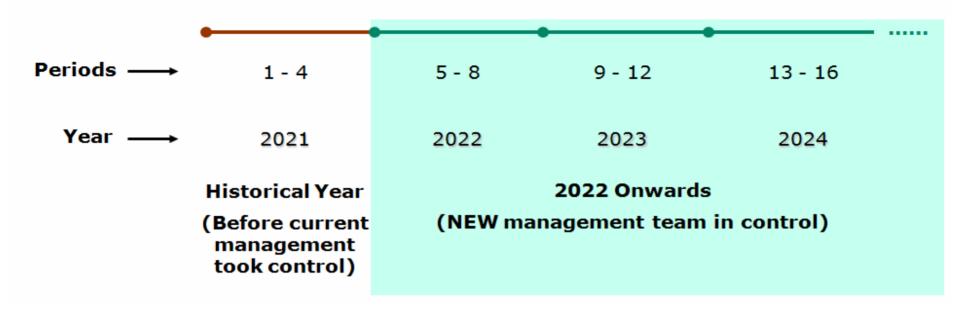
- The economic environment in which the company is operating
- The **strengths and weaknesses** of the business as it currently stands

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)

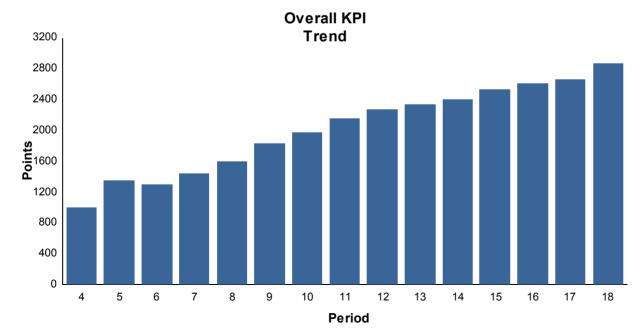
During the Later Years the teams compete 'head to head' against each other for work. This creates an even more uncertain and pressurized environment in which the skills and team dynamics formed in the early years are really put to the test.

## **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 2,869 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	2021 (Q4)	40	170	120	170	130	80	70	100	70	50	1,000
5	Early Years	2022 (Q1)	55	172	161	178	171	97	150	219	73	76	1,352
6	Early Years	2022 (Q2)	70	122	77	173	200	122	157	228	50	102	1,301
7	Early Years	2022 (Q3)	83	152	150	191	220	122	142	206	60	123	1,449
8	Early Years	2022 (Q4)	101	172	206	218	235	142	136	186	60	149	1,605
9	Early Years	2023 (Q1)	112	195	259	249	247	165	156	199	61	187	1,830
10	Early Years	2023 (Q2)	124	207	290	283	256	194	150	181	61	229	1,975
11	Early Years	2023 (Q3)	131	217	311	304	263	207	174	202	80	264	2,153
12	Early Years	2023 (Q4)	140	222	321	323	270	227	174	191	99	307	2,274
13	Later Years	2024 (Q1)	149	220	317	345	273	267	156	160	105	345	2,337
14	Later Years	2024 (Q2)	154	221	315	359	276	291	168	133	108	375	2,400
15	Later Years	2024 (Q3)	157	228	324	376	279	303	209	136	124	402	2,538
16	Later Years	2024 (Q4)	162	231	329	393	283	318	202	121	132	440	2,611
17	Later Years	2025 (Q1)	172	231	329	413	286	318	181	113	150	466	2,659
18	Later Years	2025 (Q2)	178	234	336	431	288	377	190	148	175	512	2,869



#### 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

NANCILI MANAGEMENT		History	Since	Change Basis	Additional information
1,848,970   1,948   1,848,970   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,948   1,94	Number of periods	4	14		
Name	FINANCIAL MANAGEMENT				
	Company value	4,670,589	11,848,970	154 % End of timeframe	
verage capital base utilisation 51 % 97% Each period of timeframe by profit 6 48% 67% 976% 1 % 1896,600 1 % 19 % 19 with profit 6 48% 67% 90 verage turnover 6 976,444 1 % 19 % 10 puring whole timeframe by the profit of timeframe by the profit of the prof	Share price	1.07	2.67	150 % End of timeframe	
vernge turnover is profit of the print of th	Average capital base	4,087,638	5,878,232	44 % Each period of timeframe	
the profit of th	Average capital base utilisation	51 %	97 %	Each period of timeframe	
verhead coss   3.1 %   1.9 %   During whole timeframe   As a % of job costs after tax and interest   rividend paid   3.3 %   1.0 %   During whole timeframe   As a % of job costs after tax and interest   rividend paid   3.3 %   1.0 %   During whole timeframe   rividend paid   3.3 %   1.0 %   During whole timeframe   roward margin   S86,224   865,367   End of timeframe   roward margin   S86,224   S86,367   During whole timeframe   roward margin   S86,224   S86,267   During whole timeframe   ro	Average turnover	6,976,444	18,966,620	172 % Each period of timeframe	
et operating profit vidend paid 33 % 10 % During whole timeframe vidend paid 13.3 % 10 % During whole timeframe vidend paid 16.026,520 43,573,340 End of timeframe vidend paid 16.026,520 43,573,340 End of timeframe vidend paid vidend paid 16.026,520 43,573,340 End of timeframe vidend paid viden	Job profit	4.8 %	6.7 %	During whole timeframe	As a % of job costs
ividen paid siden paid siden paid siden provard morkload siden prova	Overhead costs	3.1 %	1.9 %	During whole timeframe	As a % of job costs
proverd margin  16,026,520  1862,357,340  1860 of timeframe 1860 of the overall new work in the market identified 1860 of the overall new work in the market identified 1860 of the overall new work in the market identified 1860 of the overall new work in the market identified 1860 of the overall new work in the market identified 1860 of the overall new work in the market identified 1860 of the overall new work in the market identified 1860 of the overall new work in the market identified 1860 of the overall new work in the market identified 1860 of the overall new work in the market identified 1860 of the overall new work in the market identified 1860 of the overall new work in the market identified 1860 of the overall new work in the market identified 1860 of the overall new work in the market identified 1860 of the overall new work in the market identified 1860 of the overall new work in the market identified 1860 of the overall new work in the market identified 1860 of the overall new work in the market identified 1860 of the overall new work in the market identified 1860 of the overall new work in the market identified 1860 of the overall new work in the market identified 1860 of the overall new work in the market identified 1860 of the overall new work in the market identified 1860 of the overall new work in the market identified 1860 of the overall new work in the market identified 1860 of the overall new work in the market identified 1860 of the overall new work in the market identified 1860 of the overall new work in the market identified 1860 of the overall new work in the market identified 1860 of the overall new tork in the market identified 1860 of the overall new tork in the market identified 1860 of the overall new tork in the market identified 1860 of the overall new tork in the market identified 1860 of the overall new tork in the market identified 1860 of the overall new	Net operating profit	1.4 %	4.0 %	During whole timeframe	As a % of job costs after tax and interest
VERHEAD MANAGEMENT larket share split (UK) 11 % 34 % During whole timeframe larket share split (UK) 16 % 72 % During whole timeframe larket share in the UK larket share split (UV) 16 % 72 % During whole timeframe larket share in the UK 16 % 72 % During whole timeframe larket share in the UK 17 % of the overall new work in the market identified larket share split (UK) 18 % of the market share in the UK 18 % of the warket share in the UK 18 % of the warket share in the UK 18 % of the warket share in the UK 18 % of the warket share in the UK 18 % of the warket share in the UK 18 % of the warket share in the UK 18 % of the warket share in the UK 18 % of the warket share in the UK 18 % of the warket share in the UK 18 % of the warket share in the UK 18 % of the warket share in the UK 18 % of the warket share in the UK 18 % of the warket share in the UK 18 % of the warket share in the UK 18 % of the warket share in the UK 18 % of the warket share in the UK 18 % of the warket share in the UK 18 % of the warket share in the UK 18 % of the warket share in the UK 18 % of the warket share in the UK 18 % of the warket share in the UK 18 % of the warket share in the UK 18 % of the warket share in the UK 18 % of the warket share in the UK 18 % of the warket share in the UK 18 % of the warket share in the UK 18 % of the warket share in the UK 18 % of the warket share in the UK 18 % of the warket share in the UK 18 % of the warket share in the UK 18 % of the warket share in the UK 18 % of the warket share in the UK 18 % of the warket share	Dividend paid	3.3 %	1.0 %	During whole timeframe	As a % of job costs
VERHEAD MANAGEMENT  Larket share split (UK) Larket share in the UK Larket share split (UK) Larket share in the UK Larket share in the U	Forward workload	16,026,520	43,573,940	End of timeframe	
Larket share Larket share Larket share split (UK) Lark	Forward margin	586,224	865,367	End of timeframe	
Larket share split (UK) 15% 72% During whole timeframe or planting level 165% 72% During whole timeframe or puring whole timeframe teasurement staffing level 168E staffing level 169% 114% During whole timeframe teasurement staffing level 1698 114% During whole timeframe teasurement staffing level 1708 114% During whole timeframe teasurement staffing level 1808 114% During whole timeframe teasurement staffing level 1808 114% During whole timeframe teasure of jobs won 1608 114% During whole timeframe teasure of risk contingency included in bids 1808 114% During whole timeframe teasure of risk contingency included in bids 1808 114% During whole timeframe teasure of risk contingency included in bids 1808 114% During whole timeframe teasure of risk contingency included in bids 1808 114% During whole timeframe teasure of risk contingency included in bids 1808 114% During whole timeframe teasure of risk contingency included in bids 1808 114% During whole timeframe teasure of risk contingency included in bids 1808 114% During whole timeframe teasure of risk contingency included in bids 1808 114% During whole timeframe teasure of risk contingency included in bids 1808 114% During whole timeframe teasure of risk contingency included in bids 1808 114% During whole timeframe teasure of risk contingency included in bids 1808 114% During whole timeframe teasure of risk contingency included in bids 1808 114% During whole timeframe teasure of risk contingency included in bids 1808 114% During whole timeframe teasure of risk contingency included in bids 1808 114% During whole timeframe teasure of risk contingency included in bids 1808 114% During whole timeframe teasure of risk contingency in the bid	OVERHEAD MANAGEMENT				
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ead office staffing level 100% 114% During whole timeframe leasurement staffing level 100% 114% During whole timeframe leasure of risk contingency included in bids is keep timeured for sex contingency included in bids is keep timeured frame leasure of risk contingency included in bids is keep timeured frame leasure of risk cost incurred due to mitigating factors 100% 114% During whole timeframe leasure of risk cost incurred due to mitigating factors 100% 114% During whole timeframe leasure of risk cost incurred due to mitigating factors 100% 114% During whole timeframe leasure of risk cost incurred due to mitigating factors 100% 114% During whole timeframe leasure of risk cost incurred due to mitigating factors 100% 114% During whole timeframe leasure of risk cost incurred due to mitigating factors 100% 114% During whole timeframe leasure of risk cost incurred due to mitigating factors 100% 114% During whole timeframe leasure of risk cost incurred due to mitigating factors 100% 114% During whole timeframe leasure of risk cost incurred due to mitigating factors 100% 114% During whole timeframe leasure of risk cost incurred due to mitigating factors 100% 114% During whole timeframe leasure of risk cost incurred due to mitigating factors 100% 114% During whole timeframe leasure of risk cost incurred due to mitigating factors 100% 114% During whole timeframe leasure of risk cost incurred due to mitigating factors 100% 114% During whole timeframe leasure of risk cost incurred due to mitigating factors 100% 114% During whole timeframe leasure of risk cost incurred due to mitigating factors 100% 100% 100% 100% 100% 100% 100% 100	Market share split (UK)	35 %	28 %	During whole timeframe	% of the market share in the UK
HSE staffing level 100 % 114 % During whole timeframe cheasurement staffing level 100 % 114 % During whole timeframe bumber of jobs bid for 12 46 During whole timeframe umber of jobs won 5 28 During whole timeframe umber of jobs won 5 28 During whole timeframe umber of jobs won 5 28 During whole timeframe umber of jobs won 5 28 During whole timeframe umber of jobs won 42 % 61 % During whole timeframe umber of jobs won 42 % 61 % During whole timeframe project manager resignations 0 1 During whole timeframe et gain from bonus payments to project managers 21,485 829,621 During whole timeframe bose finished early 0 21 During whole timeframe bose finished on time 40 8 During whole timeframe bose finished and to targeted investments 40 0 0 0 During whole timeframe bose completion efficiency 100 0 0 During whole timeframe bose completion efficiency 100 0 0 During whole timeframe bose completion in job costs (build) due to targeted investments 100 0 0 0 During whole timeframe and tuction in job costs (build) due to targeted investments 100 0 0 0 During whole timeframe and tuction in job costs (build) due to targeted investments 100 0 0 0 During whole timeframe and tuction in job costs (build) due to targeted investments 100 0 0 0 During whole timeframe and tuction in job costs (build) due to targeted investments 100 0 0 0 During whole timeframe and tuction in job costs (build) due to targeted investments 100 0 0 0 During whole timeframe and tuction in job costs (build) due to targeted investments 100 0 0 0 0 During whole timeframe and tuction in job costs (build) due to targeted investments 100 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Market share split (OV)	65 %	72 %	During whole timeframe	% of market share Overseas (outside the UK)
ROCUREMENT  umber of jobs bid for  umber of jobs bid for  umber of jobs won  5 28 During whole timeframe  umber of jobs won  5 28 During whole timeframe  umber of jobs won  5 28 During whole timeframe  1 Jobs won as a % of jobs bid for  OB PROGRESSION  roject manager resignations  1 During whole timeframe  1 During whole timeframe  2 Ly485 829,621  2 During whole timeframe  2 Ly485 829,621  3 During whole timeframe  3 During whole timeframe  3 During whole timeframe  4 During whole timeframe  4 During whole timeframe  5 During whole timeframe  5 During whole timeframe  6 During whole timeframe  6 During whole timeframe  6 During whole timeframe  7 During whole timeframe  8 During whole timeframe  8 During whole timeframe  8 During whole timeframe  9 During whole timeframe  10 During	Head office staffing level	100 %	109 %	During whole timeframe	Optimum level is 100%
ROCUREMENT  umber of jobs bid for 12 46 During whole timeframe udding success rate 42 % 61 % During whole timeframe diding success rate 42 % 61 % During whole timeframe by special success rate 42 % 61 % During whole timeframe deuction in job costs (frisk) due to targeted investments abage in risk cost incurred due to mitigating factors  100 % 114 % During whole timeframe duccion in job cost (frisk) due to targeted investments and ange in risk cost incurred due to mitigating factors  100 % 114 % During whole timeframe duccion in job cost (frisk) due to targeted investments and page in risk cost incurred due to mitigating factors  110 % 114 % During whole timeframe duccion in job cost (contingency included in bids in sike cost incurred due to mitigating factors  110 % 114 % During whole timeframe duccion in job cost (contingency included in bids in sike cost incurred due to mitigating factors  110 % 114 % During whole timeframe duccion in job cost (contingency included in bids in sike cost incurred due to mitigating factors  110 % 114 % During whole timeframe duccion in job cost (contingency included in bids in sike cost incurred due to mitigating factors  110 % 114 % During whole timeframe duccion in job costs (frisk) due to targeted investments and an	QHSE staffing level	100 %	114 %	During whole timeframe	Optimum level is 100%
umber of jobs bid for umber of jobs won 5 28 During whole timeframe umber of jobs won 6 20 During whole timeframe before mitigating factors 10 During whole timeframe burner of jobs won as a % of jobs bid for 10 During whole timeframe burner weighting whole timeframe toget manager weighting weighting sold miner and the project manager resignations 10 During whole timeframe burner from bonus payments to project managers 121,485 829,621 During whole timeframe bushs finished early be finished early 10 Burner whole timeframe bushs finished late 10 During whole timeframe burner from the project labour on site 10 During whole timeframe burner from the project labour on site 10 During whole timeframe burner from the following whole timeframe	Measurement staffing level	100 %	114 %		Optimum level is 100%
umber of jobs won idding success rate 42 % 61 % During whole timeframe During whole timeframe During whole timeframe Dobs won as a % of jobs bid for success rate 42 % 61 % During whole timeframe Dobs won as a % of jobs bid for success rate 42 % 61 % During whole timeframe Douring whole timefra	PROCUREMENT				
During whole timeframe veighting roject manager weighting roject manager resignations and solution of the standard stand	Number of jobs bid for	12	46	During whole timeframe	
The project manager weighting so so strick labour on site whose completion efficiency be completion efficiency eduction in job costs (risk) due to targeted investments or prox b&B jobs, change in build cost due to consultant designer of risk contingency included in bids so sincurred due to mitigating factors as 2,3 % of the contingency in the bid so for sincurred due to mitigating factors as 2,3 % of the contingency in the bid so sincurred due to mitigating factors as 2,5 % of 1,7 % buring whole timeframe buring whole timeframe cours whole timeframe buring whole timeframe cours whole tim	Number of jobs won	5	28	During whole timeframe	
roject manager weighting roject manager resignations lightly whole timeframe roject manager re	Bidding success rate	42 %	61 %	During whole timeframe	Jobs won as a % of jobs bid for
roject manager resignations of part of project managers obs finished early obs finished on time obs finished late obs finished at the project managers obs finished late obs finished late obs finished late obs finished on time obs finished on time obs finished late late finished late finish	JOB PROGRESSION				
et gain from bonus payments to project managers  21,485  829,621  During whole timeframe bbs finished early  0  21  During whole timeframe bbs finished on time bbs finished late  0  0  0  During whole timeframe bbs finished late  0  0  During whole timeframe bbs finished late  0  During whole timeframe bbs completion efficiency bb completion efficiency bb completion efficiency cduction in job costs (build) due to targeted investments  0.0%  1.2%  During whole timeframe bb completion efficiency cduction in job costs (risk) due to targeted investments  0.0%  1.2%  During whole timeframe bro During whole timeframe cduction in job costs (risk) due to targeted investments  0.0%  1.1%  During whole timeframe bro During whole timeframe corr D&B jobs, change in build cost due to consultant designer  10.0%  1.0  1.0  During whole timeframe bro During whole timeframe cleasure of risk contingency included in bids  1.0  1.0  During whole timeframe brown brow	Project manager weighting	8.0	9.5	During whole timeframe	Out of 10
by finished early  0 21 During whole timeframe by finished on time 0 8 During whole timeframe 0 9 9 0 During whole timeframe 0 9 9 0 During whole timeframe 0 9 9 0 During whole timeframe 0 0 0 1 During whole timeframe 0 0 0 1 1.2 % During whole timeframe 0 0 0 1, where 1 is the optimum level 0 0 0 1, where 1 is the optimum level 0 0 0 1, where 1 is the optimum level 0 0 0 1 1.2 % During whole timeframe 0 0 0 1 1.2 % During whole timeframe 0 0 0 0 1.2 % During whole timeframe 0 0 0 0 1.2 % During whole timeframe 0 0 0 0 1.2 % During whole timeframe 0 0 0 0 1.2 % During whole timeframe 0 0 0 0 1.2 % During whole timeframe 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Project manager resignations	0	1	During whole timeframe	Due to insufficient bonus levels or being headhunted
be finished on time  be finished on time  be finished late  0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Net gain from bonus payments to project managers	21,485	829,621	During whole timeframe	
by finished late  0 0 0  During whole timeframe befrective labour on site  2 % 1 %  During whole timeframe bubcontractor labour used on site  0 % 9 %  During whole timeframe bubcontractor labour used on site  0 % 9 %  During whole timeframe bubcontractor labour used on site  0 % 9 %  During whole timeframe bubcontractor labour used on site  0 % 9 %  During whole timeframe  0 to 1, where 1 is the optimum level  0 to 1, where 1 is the optimum level  1.2 %  During whole timeframe  0 To 2 B jobs, change in build cost due to consultant designer  1.0 %  1.1 %  During whole timeframe  1.0 During whole timeframe	Jobs finished early	0	21	During whole timeframe	
neffective labour on site  2 % 1 %  During whole timeframe subcontractor labour used on site  0 % 9 %  During whole timeframe subcontractor labour used on site  0 % 9 %  During whole timeframe subcontractor labour used on site  0 % 9 %  During whole timeframe 0 to 1, where 1 is the optimum level  1.2 %  During whole timeframe 0 to 1, where 1 is the optimum level  1.2 %  During whole timeframe 0 to 1, where 1 is the optimum level  1.2 %  During whole timeframe 0 to 1, where 1 is the optimum level  1.2 %  During whole timeframe 0 During whole timeframe	Jobs finished on time	0	8	During whole timeframe	
ubcontractor labour used on site  0 % 9 % During whole timeframe by completion efficiency  n/a 0.93 During whole timeframe by completion efficiency  eduction in job costs (build) due to targeted investments  0.0 % 1.2 % During whole timeframe by costs (risk) due to targeted investments  0.0 % 0.1 % During whole timeframe by costs (risk) due to targeted investments  0.0 % 0.1 % During whole timeframe by costs (risk) due to consultant designer  0.0 % 0.1 % During whole timeframe by costs (risk) contingency included in bids  1.0 1.0 During whole timeframe by contingency included in bids  1.0 1.0 During whole timeframe by contingency included in bids  1.0 1.0 During whole timeframe by contingency included in bids  1.0 1.0 During whole timeframe by contingency in the bid by contingency in the	Jobs finished late	0	0	During whole timeframe	
bb completion efficiency  n/a  0.93  During whole timeframe  0 to 1, where 1 is the optimum level  1.2 %  During whole timeframe  eduction in job costs (build) due to targeted investments  0.0 %  0.1 %  During whole timeframe  During whole timeframe  or D&B jobs, change in build cost due to consultant designer  leasure of risk contingency included in bids  1.0  1.0  During whole timeframe  During whole timeframe  0=No contingency, 1=sensible level, 2=full risk cost  During whole timeframe  0=No contingency in the bid  As a % of the contingency in the bid  During whole timeframe  During whole timeframe  During whole timeframe  During whole timeframe  D=No contingency in the bid  During whole timeframe  D=No contingency in the bid	Ineffective labour on site	2 %	1 %	During whole timeframe	
eduction in job costs (build) due to targeted investments  0.0 %  1.2 %  During whole timeframe  D=No contingency, 1=sensible level, 2=full risk cost  isk cost incurred before mitigating factors  53 %  44 %  During whole timeframe  As a % of the contingency in the bid  During whole timeframe  During whole timeframe  D=No contingency in the bid  During whole timeframe	Subcontractor labour used on site	0 %	9 %		As a % of total labour
eduction in job costs (risk) due to targeted investments  0.0 %  0.1 %  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
eduction in job costs (risk) due to targeted investments  0.0 %  0.1 %  During whole timeframe  As a % of the contingency in the bid  During whole timeframe	Reduction in job costs (build) due to targeted investments	0.0 %	1.2 %	During whole timeframe	
leasure of risk contingency included in bids  1.0  1.0  During whole timeframe  0=No contingency, 1=sensible level, 2=full risk cost  buring whole timeframe  As a % of the contingency in the bid  1.0  During whole timeframe  During whole timeframe  As a % of the contingency in the bid  During whole timeframe	Reduction in job costs (risk) due to targeted investments	0.0 %	0.1 %	During whole timeframe	
isk cost incurred before mitigating factors  53 %  44 %  During whole timeframe  As a % of the contingency in the bid  During whole timeframe  During whole timeframe	For D&B jobs, change in build cost due to consultant designer	0.0 %	-1.1 %	During whole timeframe	
hange in risk cost incurred due to mitigating factors -10.7 % -17.7 % During whole timeframe	Measure of risk contingency included in bids	1.0	1.0	During whole timeframe	0=No contingency, 1=sensible level, 2=full risk cost
	Risk cost incurred before mitigating factors	53 %	44 %	During whole timeframe	As a % of the contingency in the bid
	Change in risk cost incurred due to mitigating factors			During whole timeframe	
	Risk cost incurred after mitigating factors		37 %	During whole timeframe	As a % of the contingency in the bid