

ENGINUITY 2022 COMPETITION

PERFORMANCE REVIEW FOR 'Stantogether'

MANAGEMENT TEAM

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SPONSOR

Stantec

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 :-

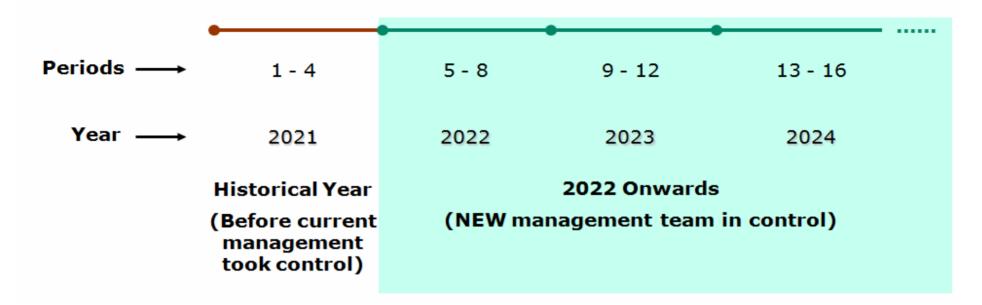
- The economic environment in which the company is operating
- The strengths and weaknesses of the business as it currently stands

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)

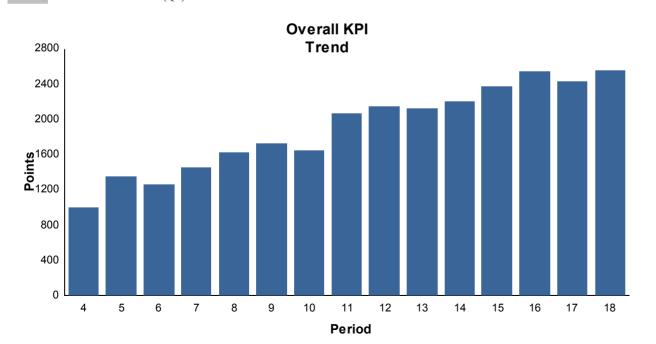
During the Later Years the teams compete 'head to head' against each other for work. This creates an even more uncertain and pressurized environment in which the skills and team dynamics formed in the early years are really put to the test.

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 2,559 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 Ye	ars 2022 (Q1)	55	169	154	173	171	97	150	221	84	76	1,350
6 Early Ye	ars 2022 (Q2)	67	111	45	159	199	122	161	237	61	99	1,261
7 Early Yes	ars 2022 (Q3)	81	143	140	176	218	122	147	215	82	131	1,455
8 Early Yes	ars 2022 (Q4)	98	158	192	194	233	147	149	210	92	152	1,625
9 Early Yes	ars 2023 (Q1)	113	162	210	209	243	186	143	187	98	182	1,733
10 Early Yea	ars 2023 (Q2)	122	172	236	227	238	198	65	84	97	207	1,646
11 Early Yea	ars 2023 (Q3)	127	181	252	240	247	234	192	232	131	238	2,074
12 Early Yea	ars 2023 (Q4)	132	187	267	254	253	234	187	227	140	274	2,155
13 Later Yea	ars 2024 (Q1)	140	188	272	268	255	246	144	169	147	294	2,123
14 Later Yea	ars 2024 (Q2)	149	191	278	286	255	286	125	143	158	331	2,202
15 Later Yea	ars 2024 (Q3)	151	194	273	288	257	310	180	202	161	358	2,374
16 Later Yea	ars 2024 (Q4)	155	195	274	300	262	310	232	265	169	382	2,544
17 Later Yea	ars 2025 (Q1)	160	198	283	320	261	337	140	161	167	404	2,431
18 Later Yea	ars 2025 (Q2)	163	201	285	332	262	352	187	164	174	439	2,559



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

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