



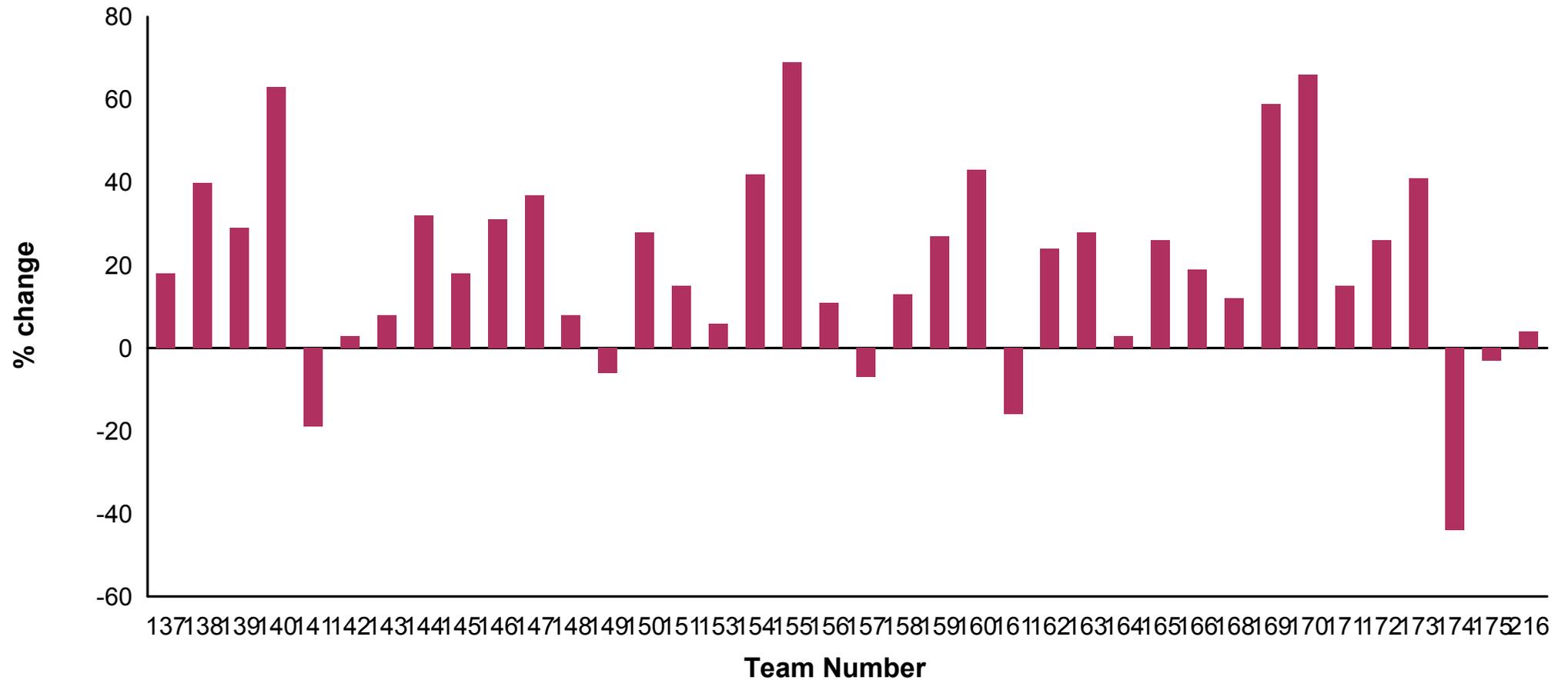
# Engenuity 2020 Competition

## COMPARATIVE ASSESSMENT OF TEAMS REPORT FOR STANTEC

		FINANCE			OVERHEADS					PROCUREMENT				JOB PROGRESSION			THE FUTURE		
No.	Name	No. of periods in charge	% chg in Comp Value	% chg in Share Price	% Market Share	Marketing Department					No. Jobs Bid For	No. Jobs Won	No. Jobs Lost	% Bid Success Rate	Profitability (% of Job Costs)			F/wd W/load	F/wd Margin
						% Market Share (By Sector)	IND	B&C	TRA	ENE					W&S	Job Profit	O/Head Costs		
137	MastHerPlanners	8	18	35	23	0	59	3	22	16	29	15	14	52	4.8	2.0	2.4	35.7m	2.8%
138	CastTen Consulting Ltd	8	40	110	31	0	57	6	25	12	33	13	20	39	5.6	2.0	3.0	50.3m	3.0%
139	To Engenuity & Beyond	8	29	80	31	17	42	22	6	13	26	19	7	73	5.4	1.9	2.9	33.2m	2.5%
140	Stantec Together	8	63	93	23	0	45	1	27	26	37	18	19	49	5.8	1.6	3.6	43.6m	2.7%
141	Strategy Prodigies	8	-19	-83	26	11	42	17	18	12	26	12	14	46	2.6	3.1	-0.8	24.5m	2.6%
142	SBB United	8	3	4	23	2	54	34	1	9	47	15	32	32	3.2	1.9	1.1	34.6m	2.9%
143	DPG Alberta South	8	8	-28	27	3	53	28	16	1	43	15	28	35	4.3	3.0	1.0	34.0m	2.7%
144	Mind Benders	8	32	64	27	0	48	27	0	25	35	21	14	60	4.8	1.6	2.7	31.4m	2.6%
145	Uncle Stan	8	18	45	29	11	33	29	25	2	25	16	9	64	4.1	1.5	2.1	28.8m	2.6%
146	Risky Business	8	31	27	29	9	63	10	11	6	23	21	2	91	4.1	1.5	2.2	46.5m	2.8%
147	Prestige Worldwide	8	37	64	26	0	52	23	24	1	25	19	6	76	4.5	1.5	2.6	31.6m	2.6%
148	Red Deer R&B	8	8	-10	21	10	30	28	6	26	27	17	10	63	3.8	2.0	1.4	48.0m	1.4%
149	The Perfect Mix	8	-6	-13	25	6	47	25	11	11	41	20	21	49	2.5	1.8	0.5	29.2m	2.6%
150	WWGD	8	28	18	26	0	39	23	1	36	35	18	17	51	4.5	1.5	2.5	32.3m	3.1%
151	C Street Elite	8	15	-2	23	5	58	15	4	19	44	18	26	41	3.8	1.9	1.6	34.1m	3.1%
153	Stantastic Six	8	6	-50	26	8	42	17	18	15	25	16	9	64	3.7	2.2	1.2	23.3m	2.9%
154	Visionaries	8	42	110	25	20	37	28	0	15	26	15	11	58	5.7	1.6	3.5	45.2m	2.6%
155	Diligent Disruption	8	69	29	20	4	45	5	29	17	26	21	5	81	5.5	1.3	3.5	35.7m	2.9%
156	Oil & Water	8	11	6	21	18	45	21	0	16	33	16	17	48	3.3	1.7	1.3	26.2m	3.0%
157	Gritty & Associates	8	-7	43	29	0	53	4	22	20	29	18	11	62	4.3	2.1	1.8	27.0m	2.7%
158	Stan Our Ground	8	13	-6	18	13	56	12	9	10	53	14	39	26	4.2	1.9	1.9	34.3m	2.7%
159	BC1938 Transportation	8	27	-3	24	8	39	24	22	7	38	12	26	32	4.3	1.9	2.0	39.0m	2.5%

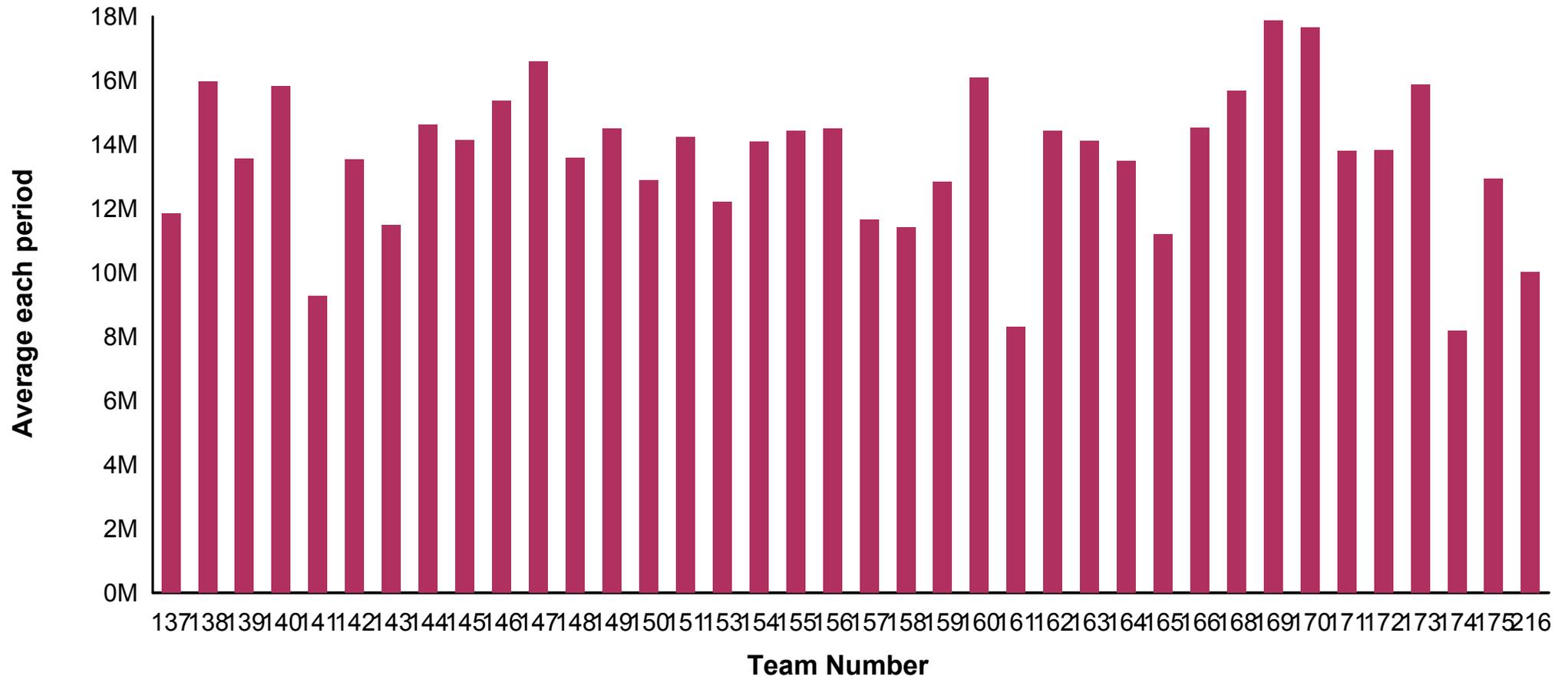
160	Flyover Country	8	43	110	23	4	64	17	5	11	38	17	21	45	5.0	1.4	3.0	37.9m	3.0%
161	Rock, Write, and Roll	8	-16	-39	19	0	69	24	2	5	22	9	13	41	2.6	2.6	-0.3	19.2m	2.3%
162	SEALYN	8	24	41	29	0	44	23	1	33	35	14	21	40	4.8	2.3	2.2	39.6m	3.3%
163	Very Good Building Company (	8	28	70	18	14	47	9	0	29	35	12	23	34	5.0	1.4	3.1	5.6m	3.4%
164	Built Stantec Tough	8	3	9	23	7	48	26	5	14	31	18	13	58	3.4	1.5	1.6	25.5m	2.7%
165	StanTEXAS	8	26	13	29	27	50	1	22	1	28	10	18	36	6.0	2.6	2.8	15.7m	3.0%
166	The Tom Boschmas	8	19	2	24	15	49	6	25	4	33	17	16	52	4.0	1.8	1.8	21.4m	2.9%
168	The Accountant	8	12	-3	30	10	46	19	0	24	26	23	3	88	3.5	1.7	1.5	21.6m	2.2%
169	Quintuple Virtualties	8	59	89	28	18	35	18	9	20	29	22	7	76	4.9	1.3	3.0	46.6m	2.7%
170	Stantastic	8	66	164	27	29	70	1	0	1	30	19	11	63	5.9	1.4	3.8	42.8m	3.0%
171	178-Easters	8	15	59	24	11	49	21	4	16	35	11	24	31	4.9	2.1	2.3	39.5m	3.1%
172	STEMinists	8	26	21	17	9	49	6	5	30	22	17	5	77	3.9	1.3	2.2	28.8m	2.8%
173	Fantastec	8	41	30	28	11	52	27	5	5	36	18	18	50	4.6	1.7	2.5	40.0m	2.4%
174	Stantec 6	8	-44	-84	27	16	46	22	4	12	29	9	20	31	0.8	3.1	-2.5	13.9m	2.7%
175	Scottec	8	-3	-31	21	12	42	10	25	11	22	20	2	91	1.9	1.3	0.5	28.6m	2.6%
216	Your biggest fan, this is Stan(tex	8	4	-1	27	7	52	11	15	14	32	17	15	53	4.1	2.1	1.7	23.6m	3.1%

## COMPANY VALUE



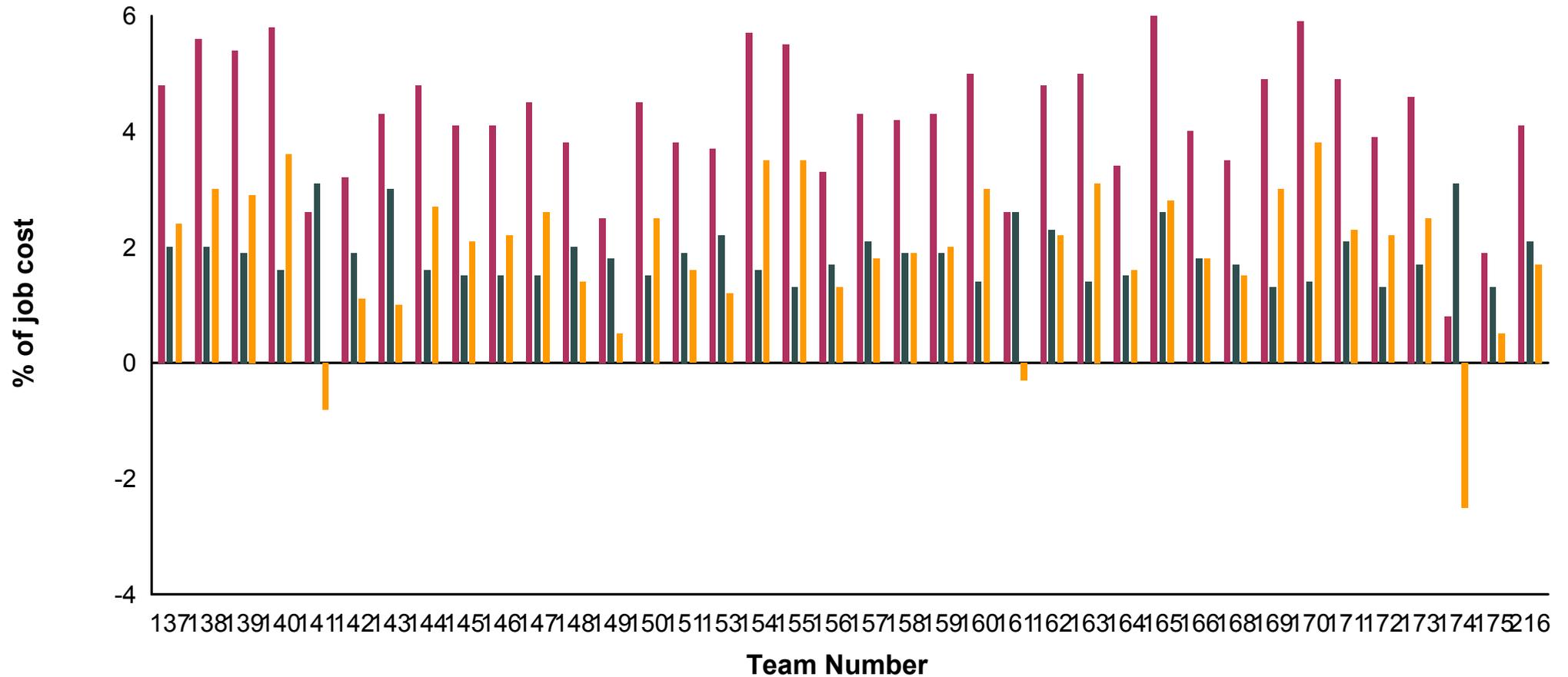
Increasing the value of the business is the prime objective of the management team.

# TURNOVER



Identifying and securing new work ensures that the turnover (monies earned) across all jobs progressed is healthy.

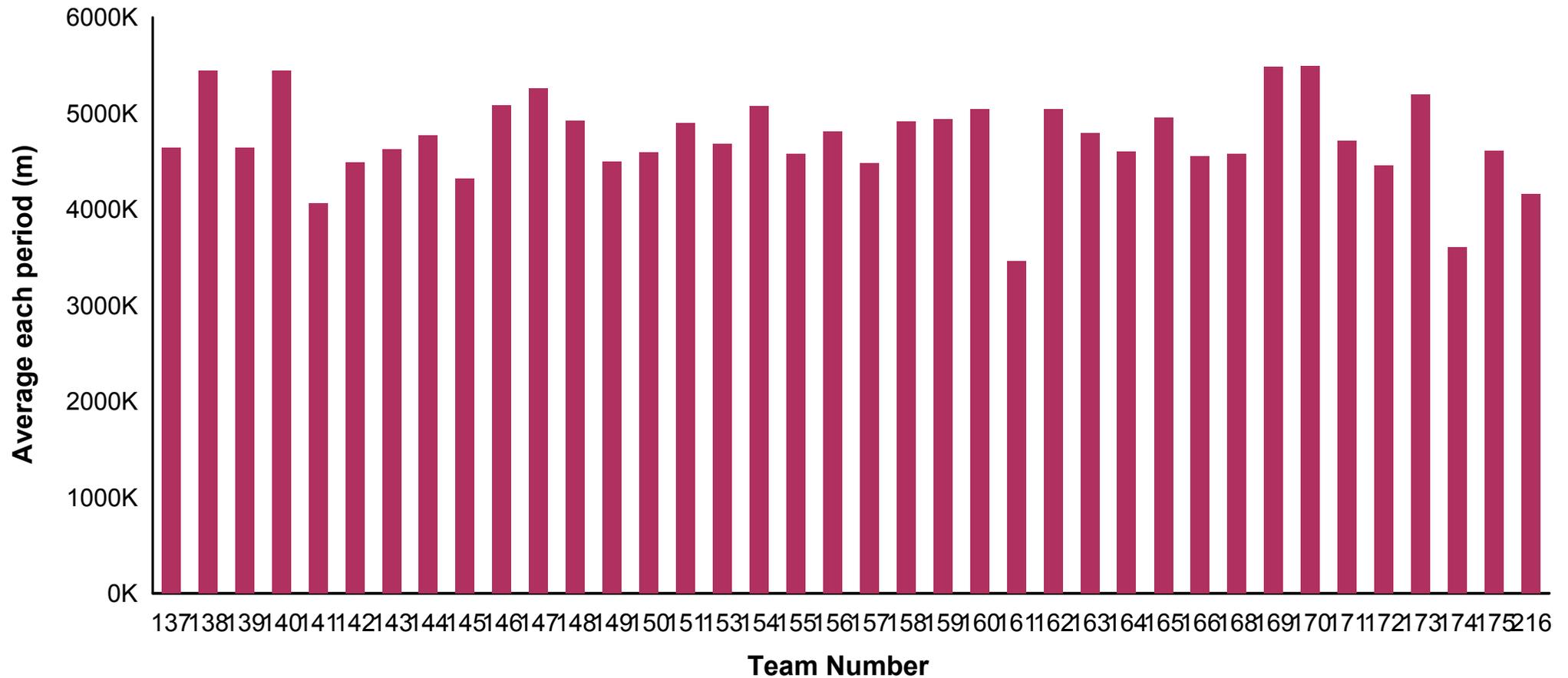
# PROFITABILITY



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.

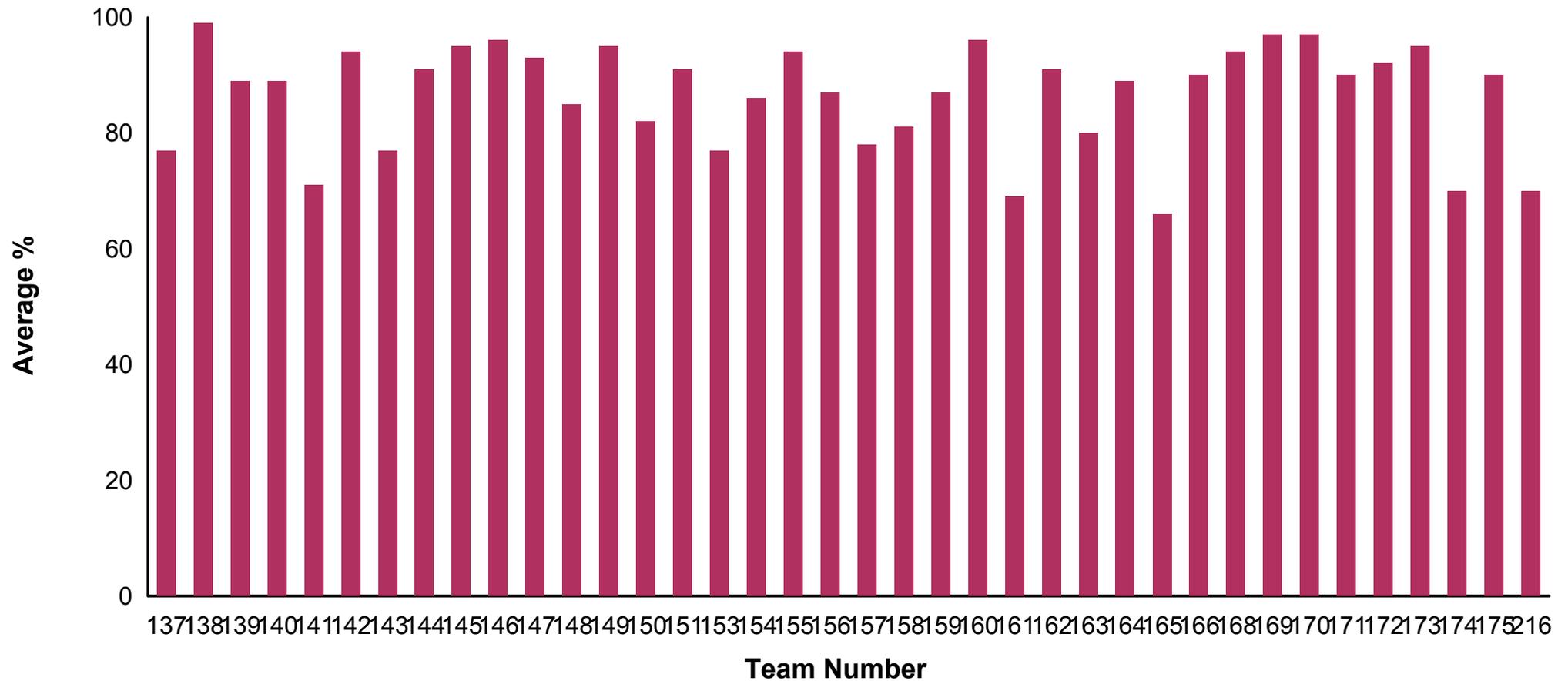
- Job profit
- Overhead costs
- Operating profit

## CAPITAL BASE



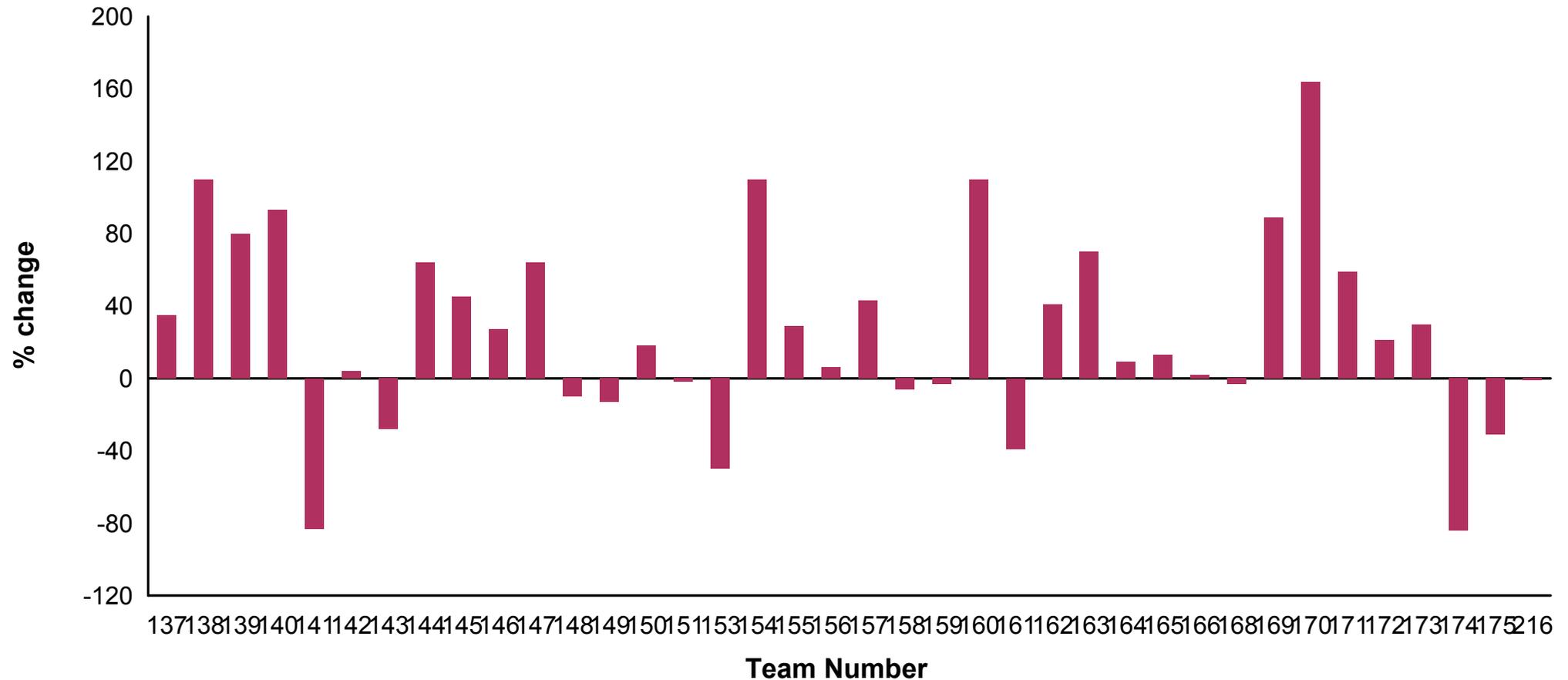
Expanding the company's capital base (infrastructure) enables more work to be undertaken, and potentially more growth.

## CAPITAL EMPLOYED



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

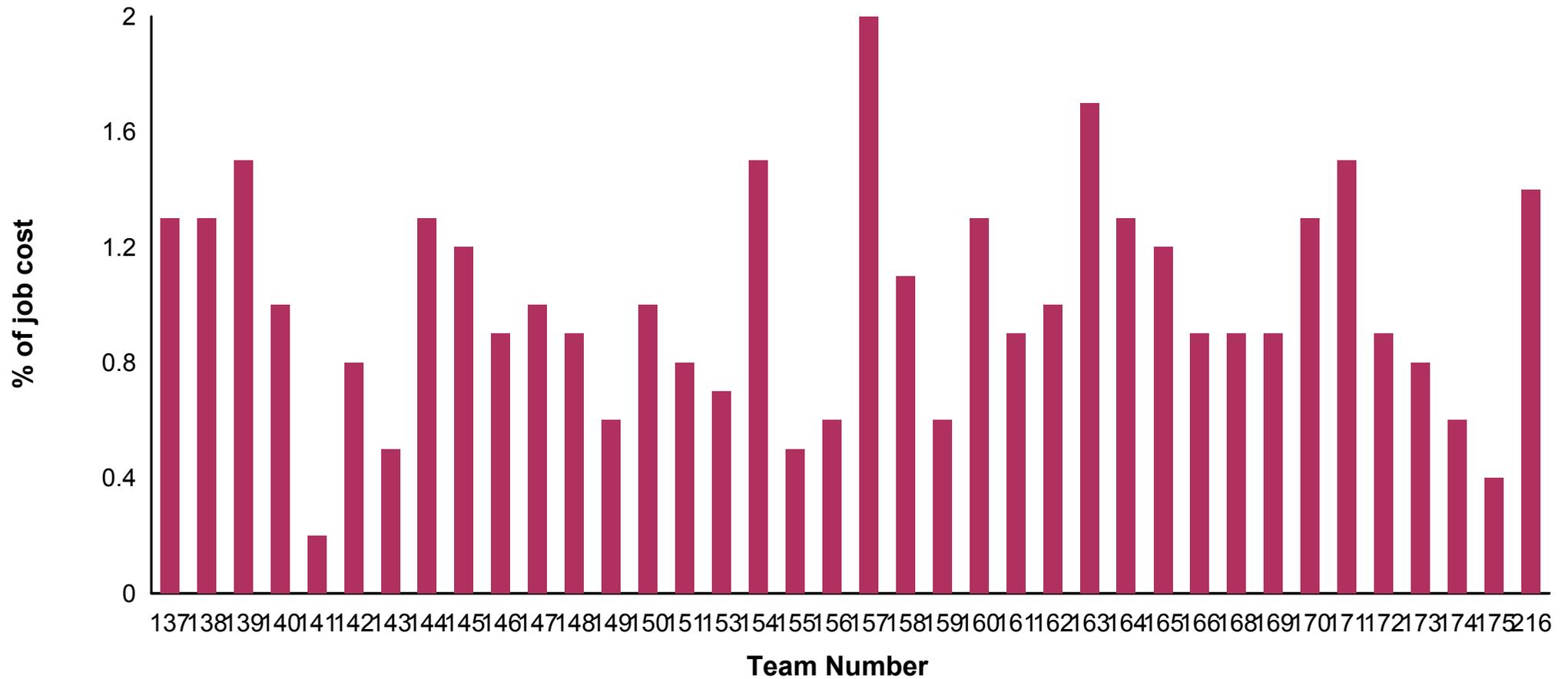
## SHARE PRICE



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.

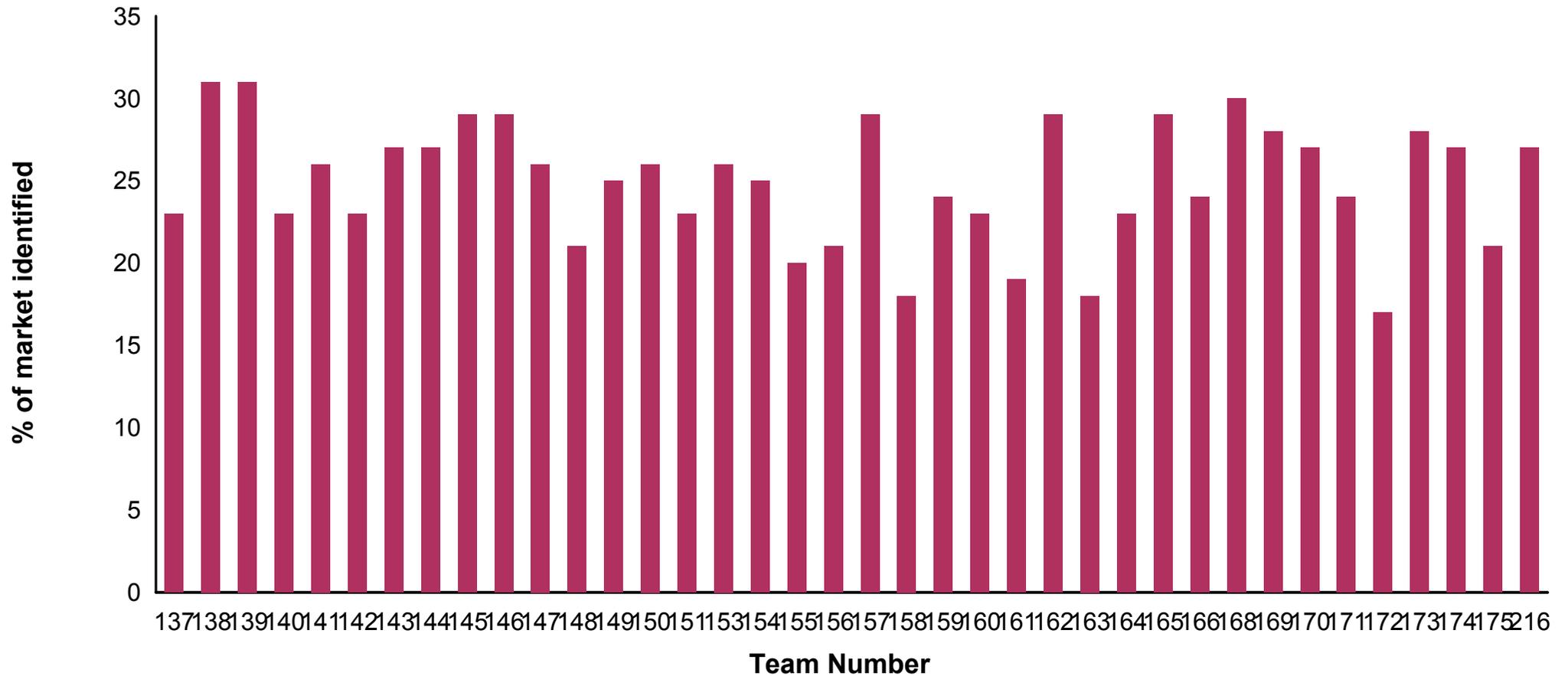
The share price is influenced by the level of dividend paid to the shareholders, the value of the company, the future profitability of the company and the debt burden (gearing ratio) of the company.

## DIVIDEND PAID



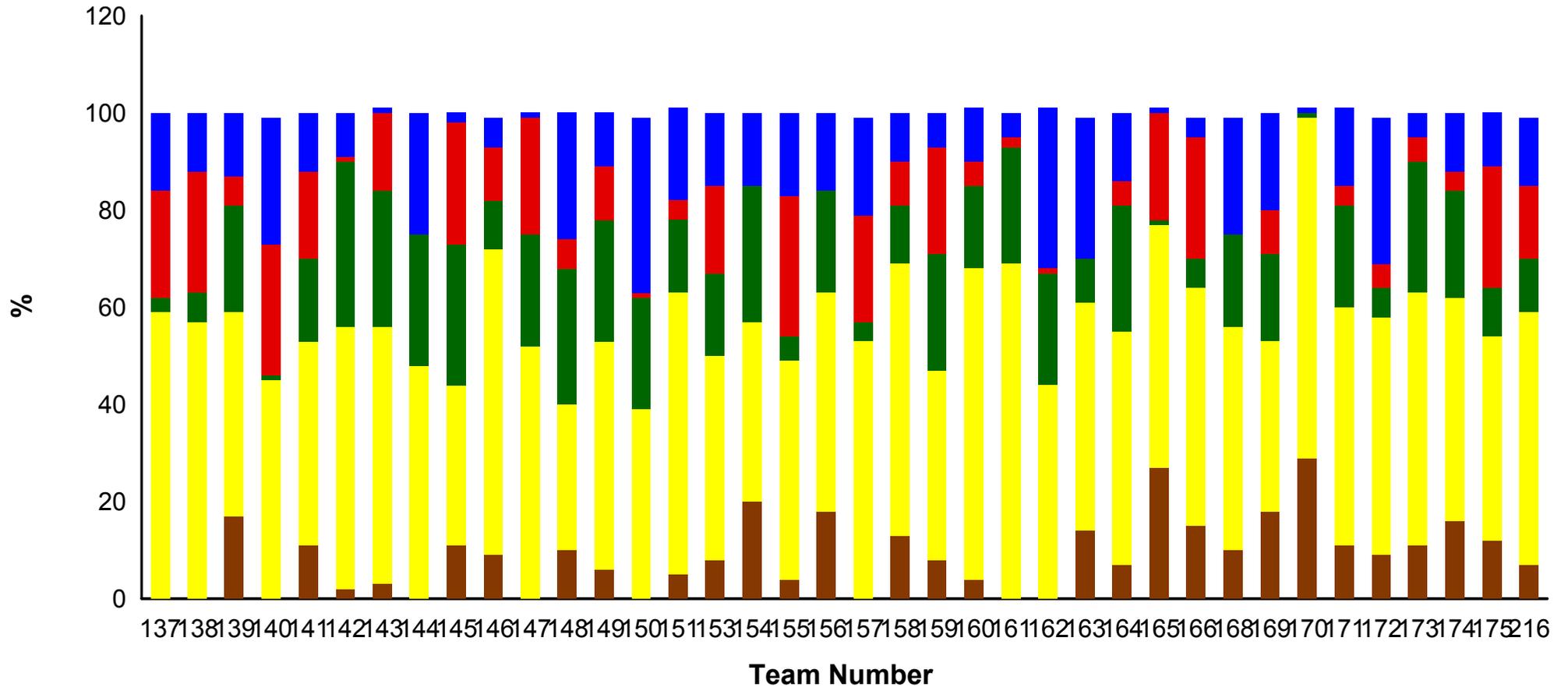
The level of dividend paid to shareholders should be in line with what the company can afford, and not exceed the operating profits of the business.

## MARKET SHARE (OVERALL)



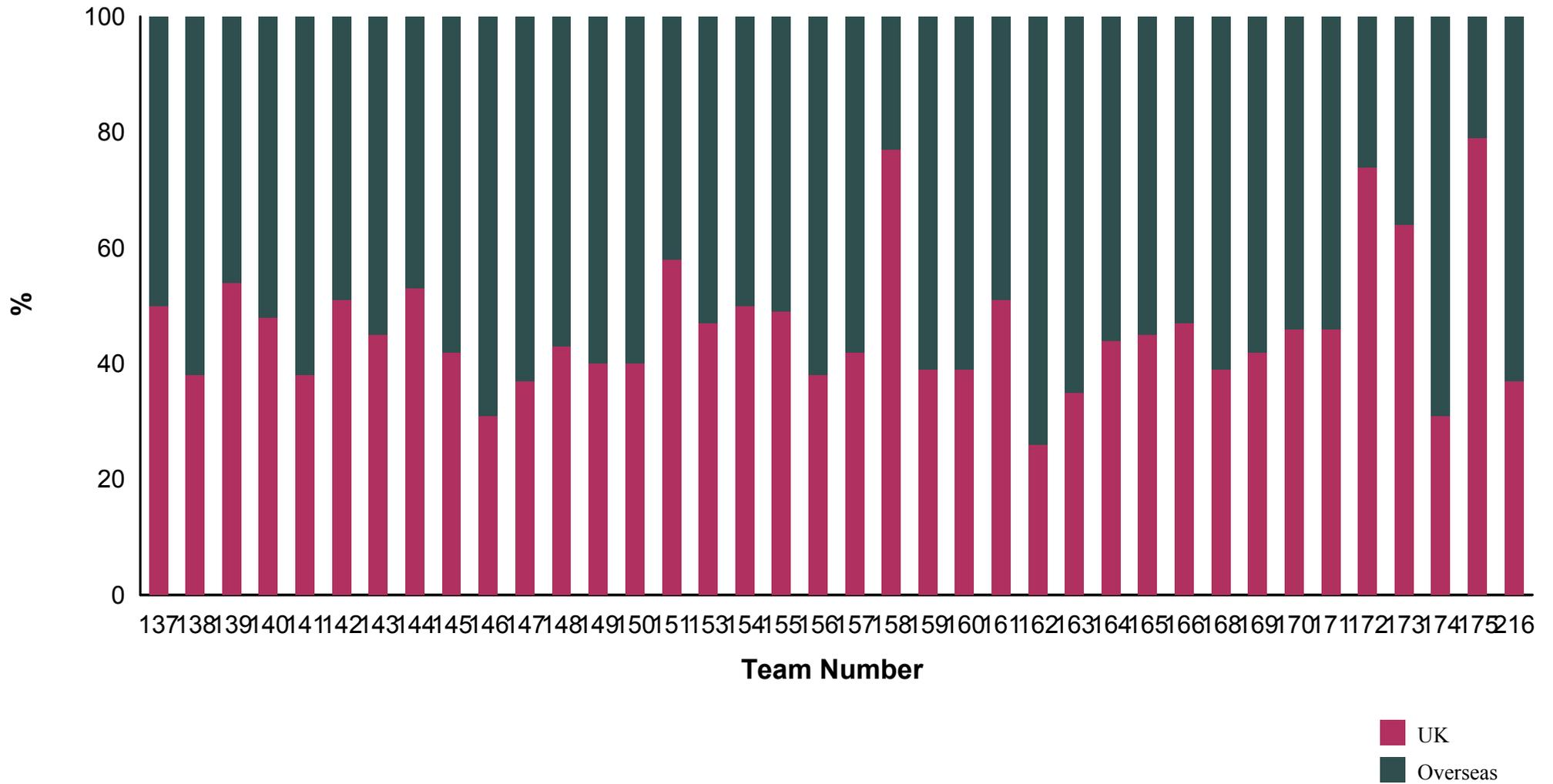
Developing an effective marketing strategy, and identifying new work in different sectors and locations (UK/Overseas) is critical to enable the business to grow by securing jobs through competitive bidding.

# MARKET SHARE SPLIT (BY SECTOR)

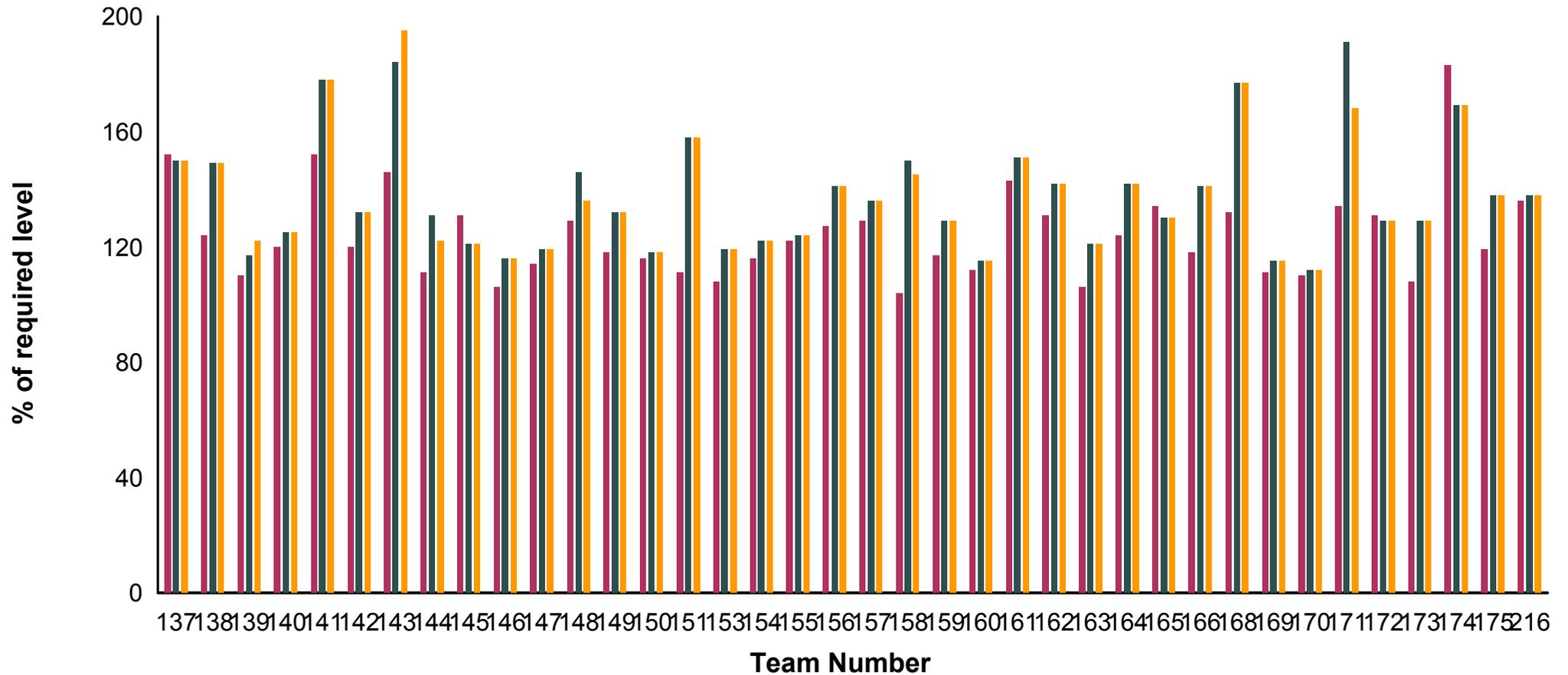


- Industrial
- Building & Commercial
- Transport
- Energy
- Water & Sewage

## MARKET SHARE SPLIT (BY LOCATION)



# OVERHEAD STAFFING

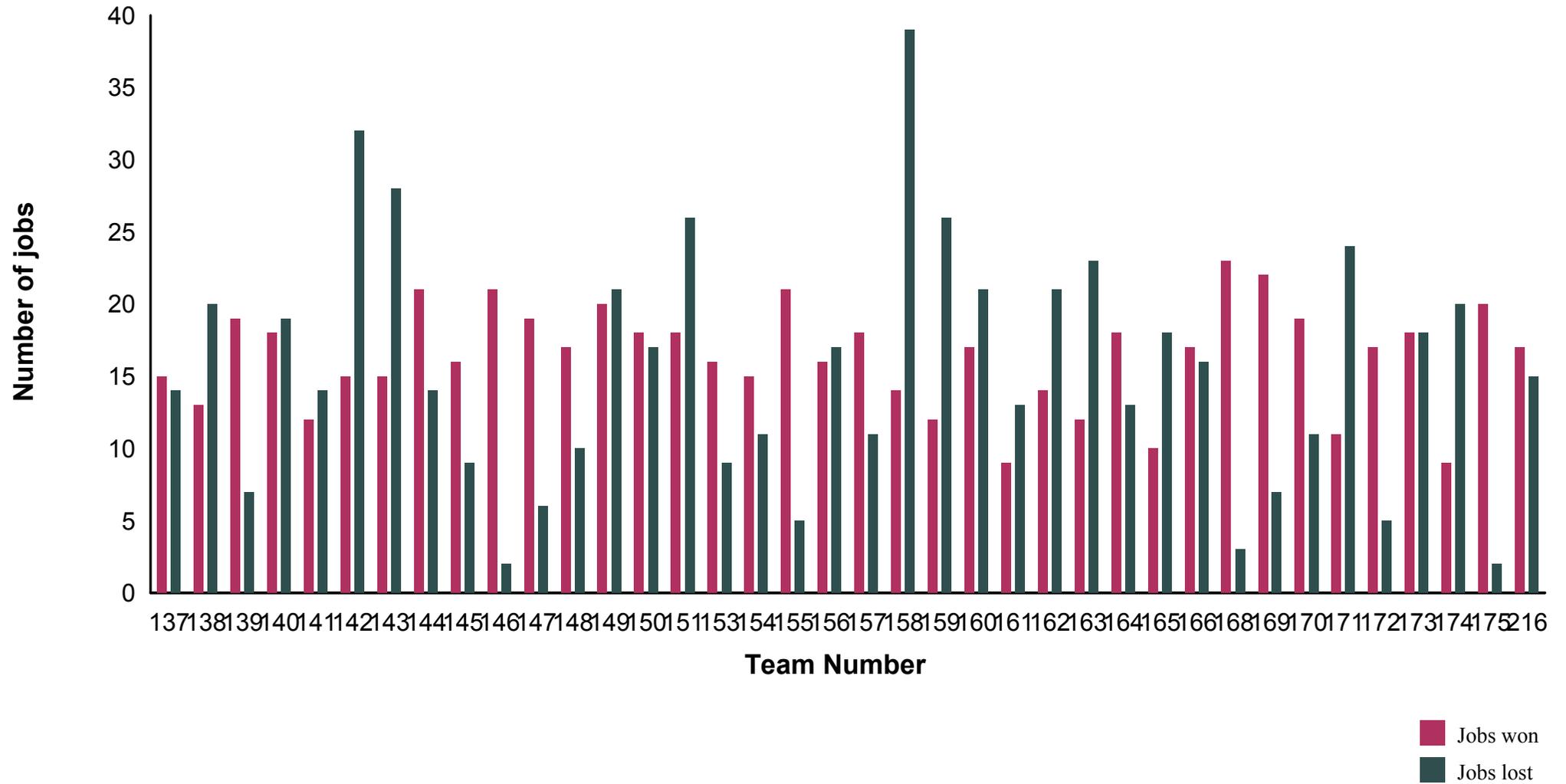


Efficient overhead management has a significant impact on operating profitability.

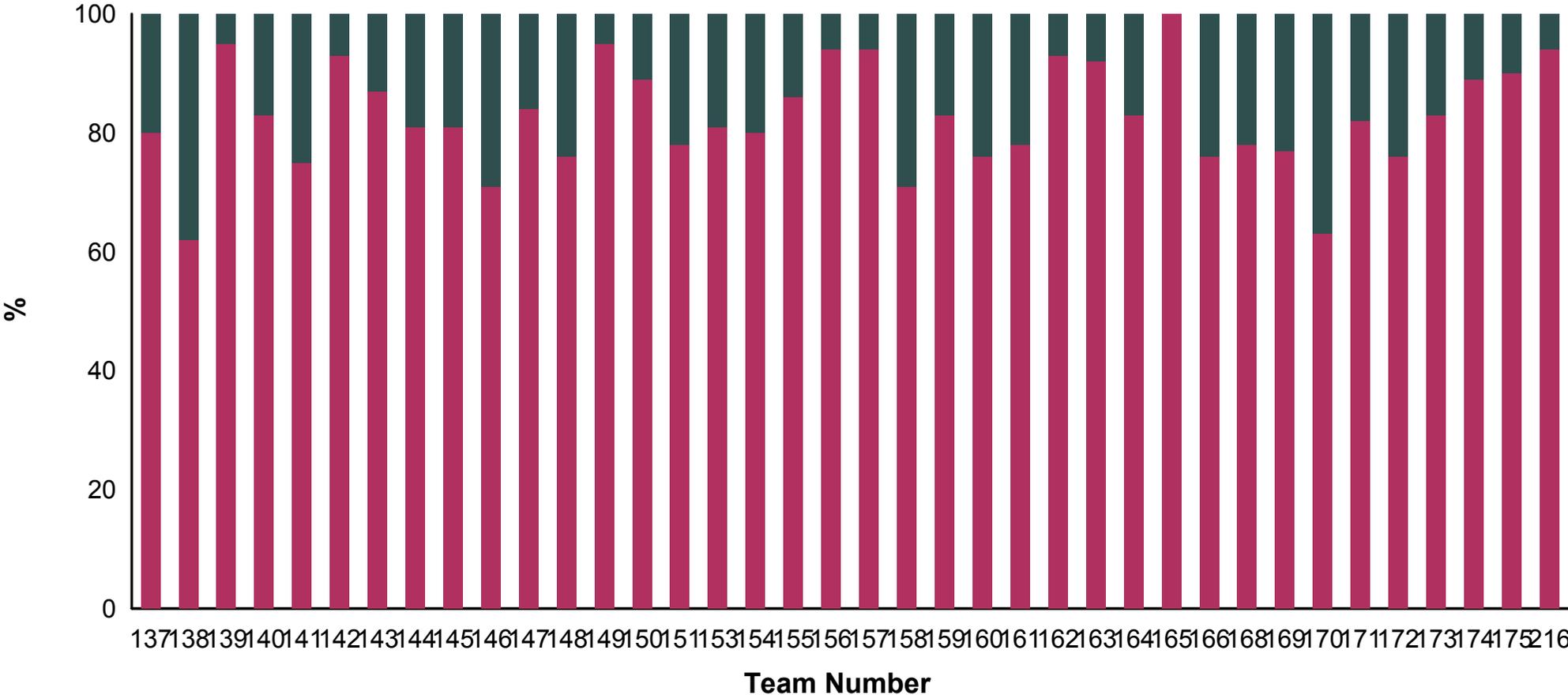
100% is the required level. Anything lower indicates understaffing, with an adverse affect on costs (Head Office and QHSE) or value (Measurement).

- Head Office
- QHSE
- Measurement

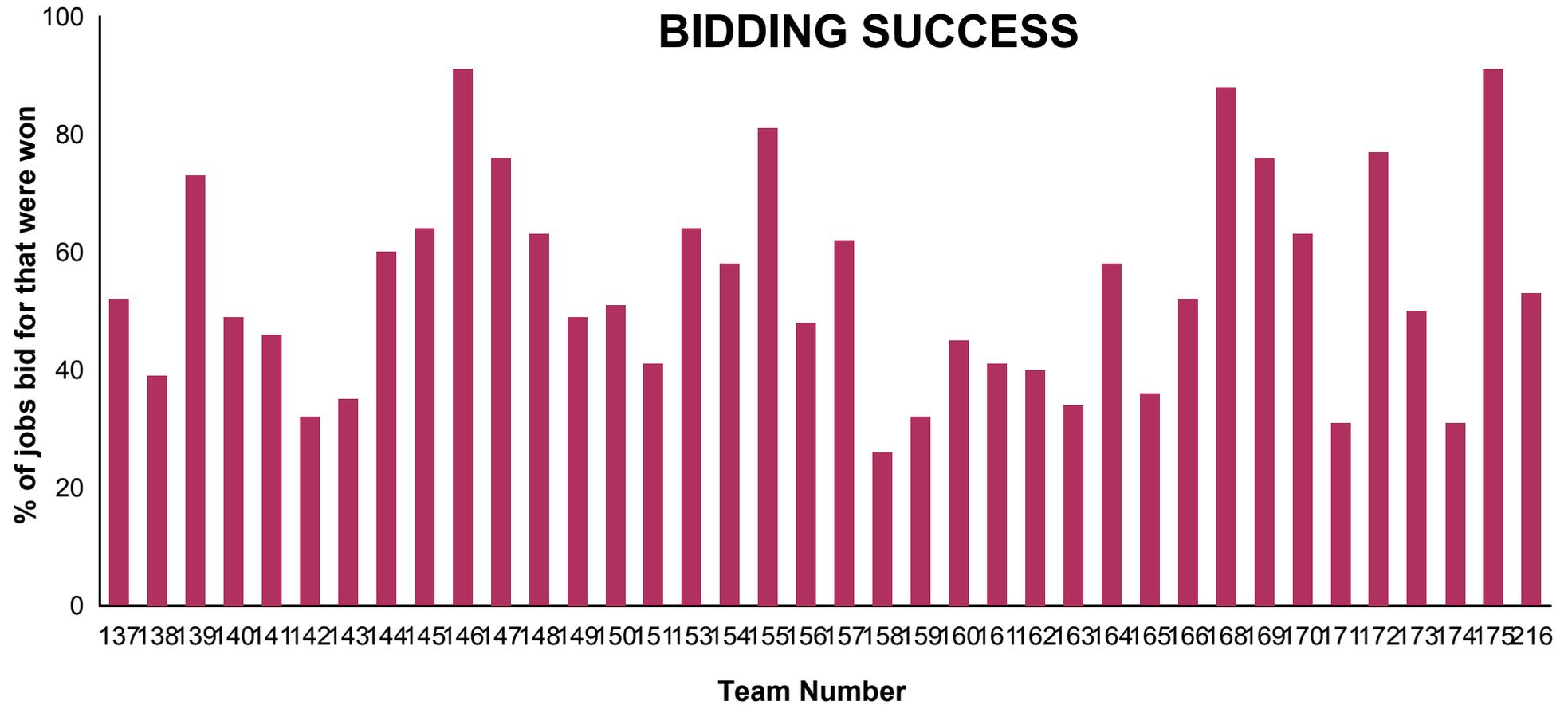
# JOBS WON AND LOST



# TYPE OF JOBS WON



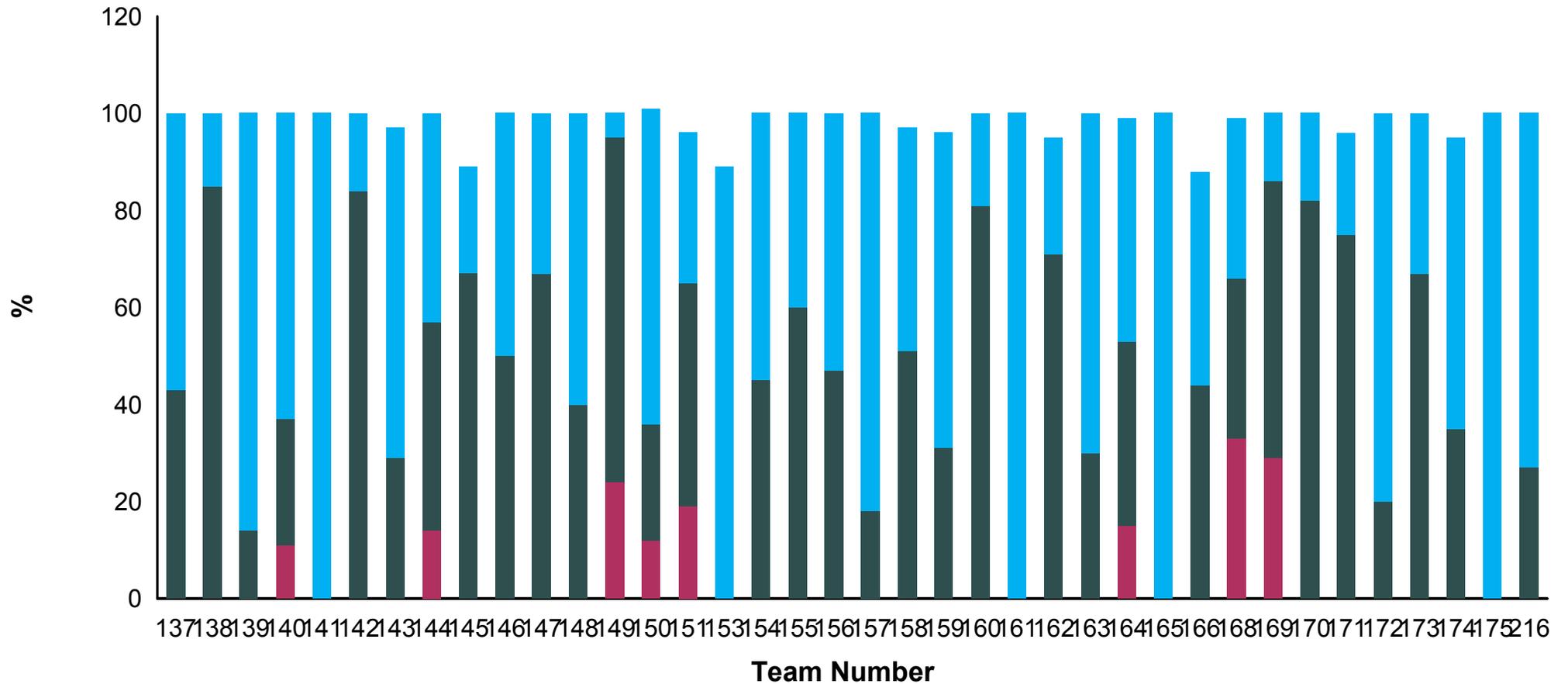
■ Build only  
■ Design & Build



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

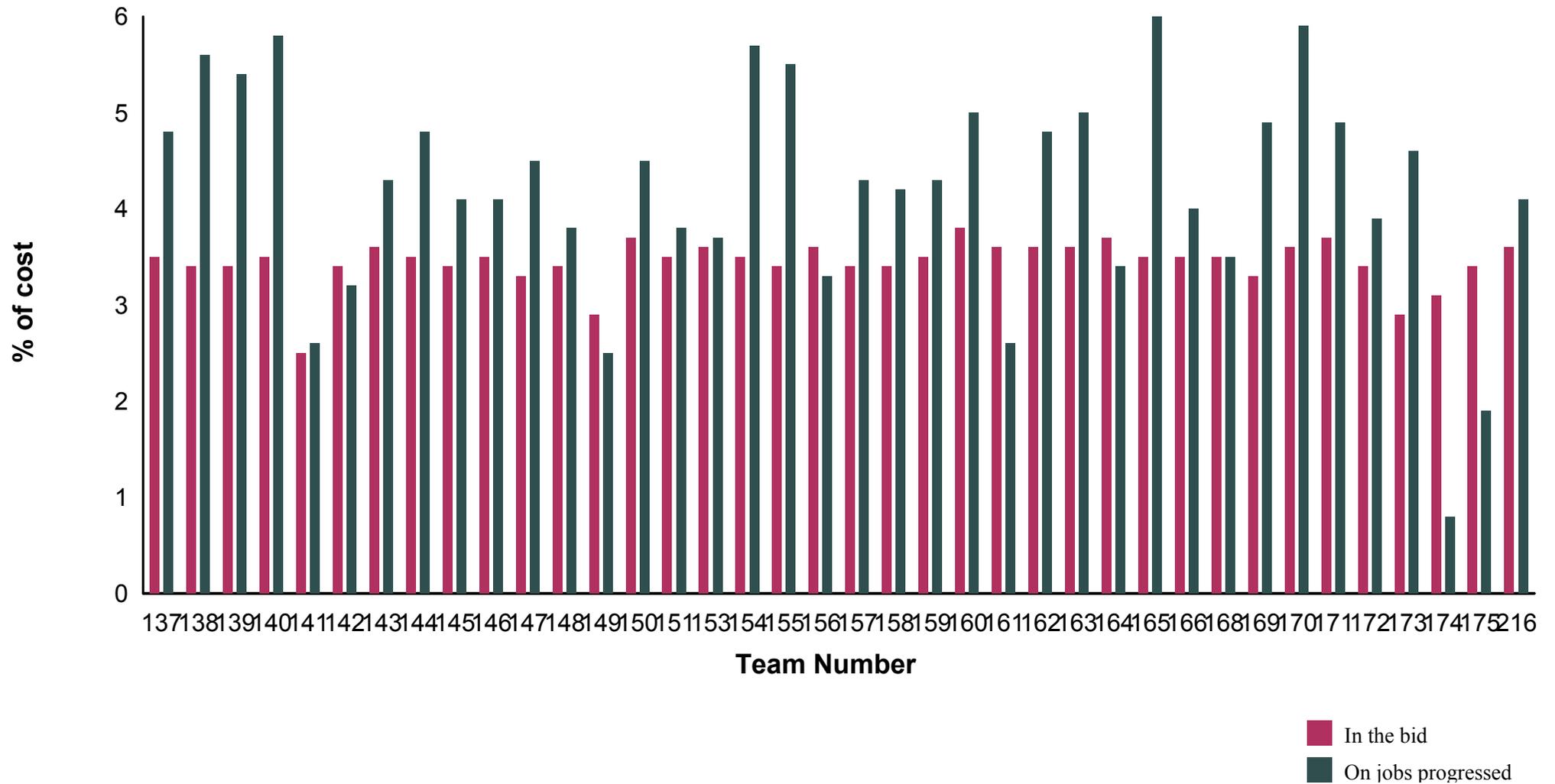
High bidding success keeps bidding costs to a minimum.

## REASON FOR JOB LOSS

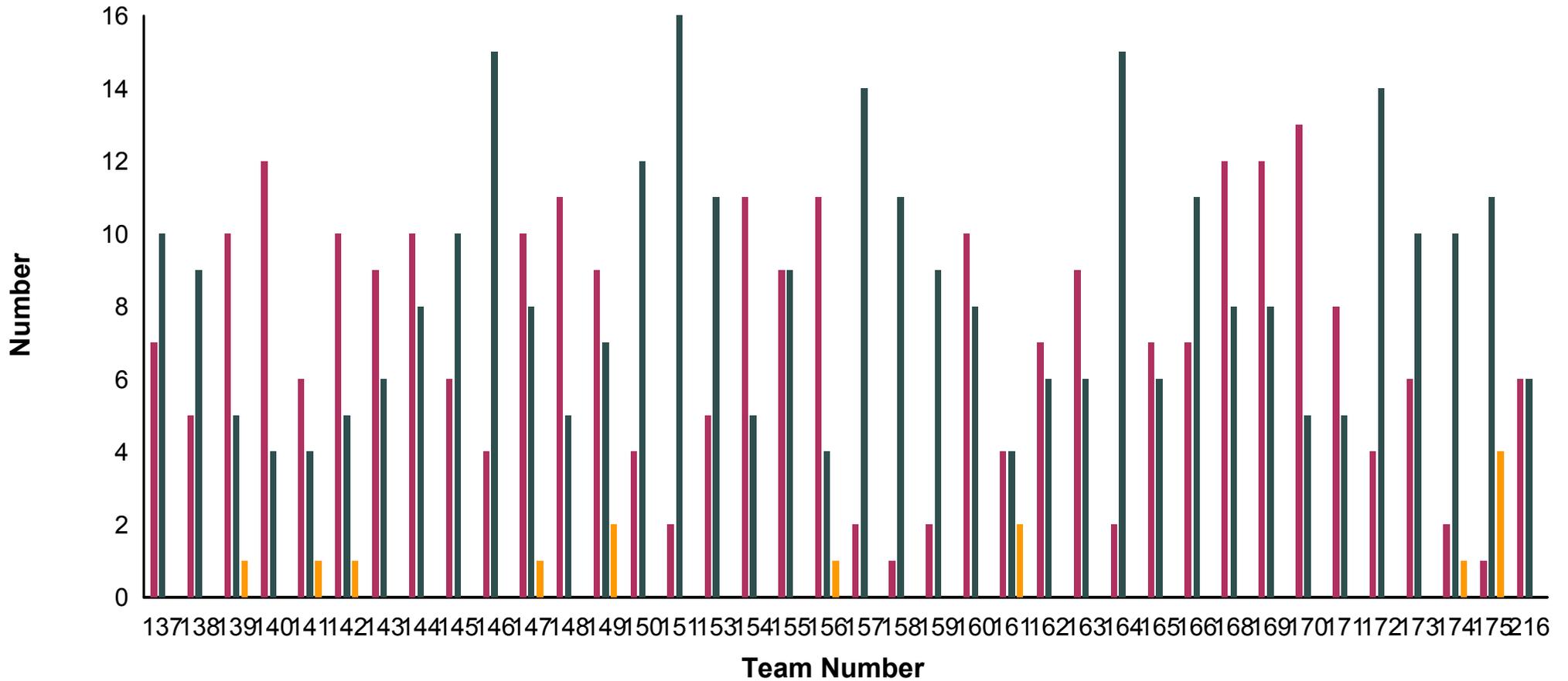


- Too many jobs in progress
- Capital base workload limitation
- Bid too low
- Bid too high

# MARGINS



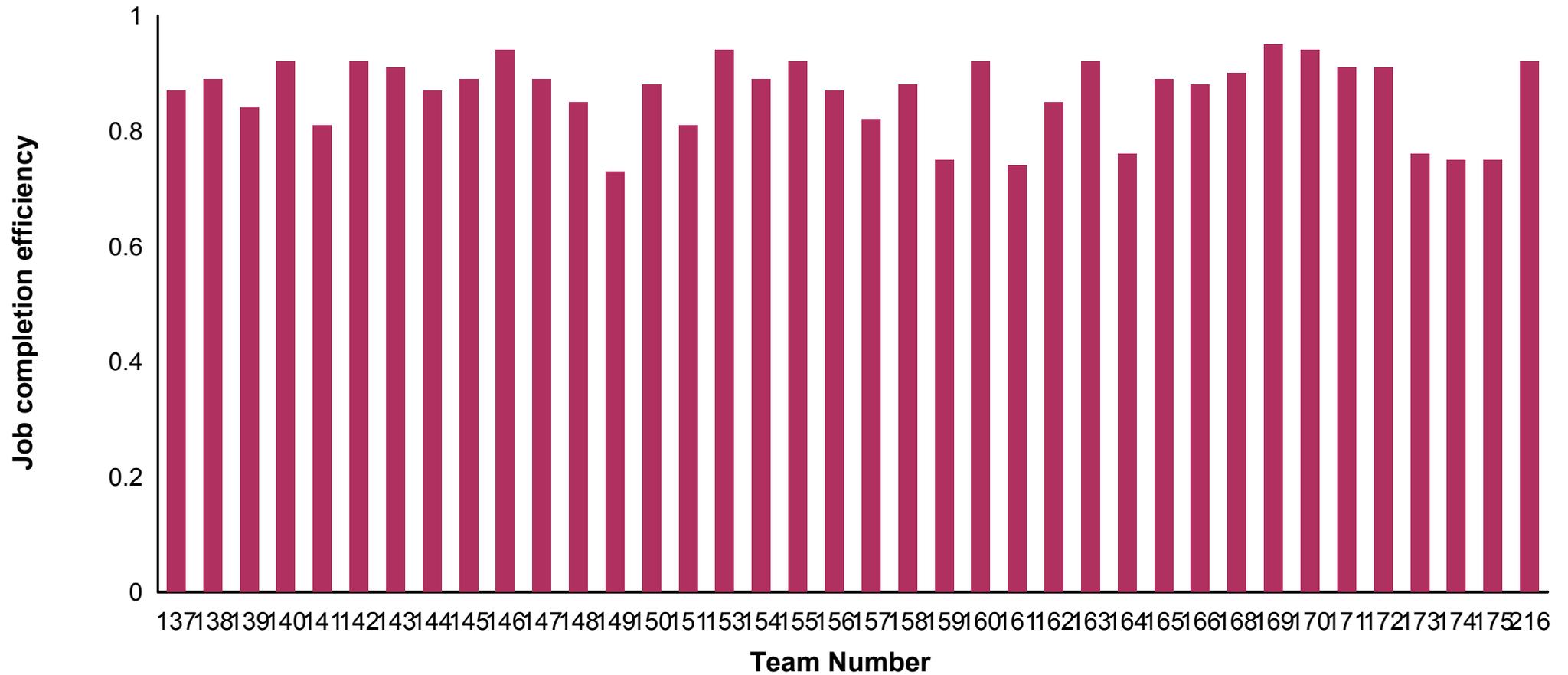
## JOB COMPLETION



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.



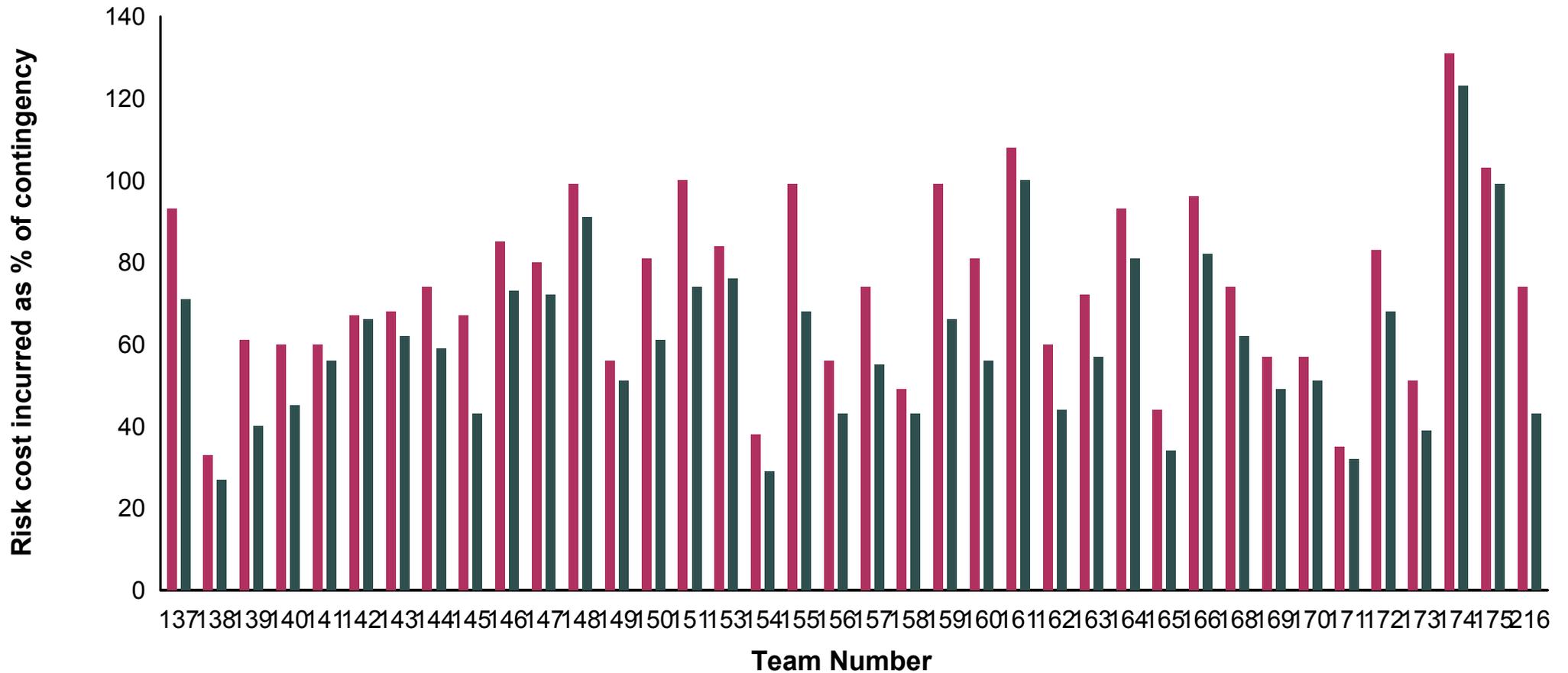
## LABOUR MANAGEMENT



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.

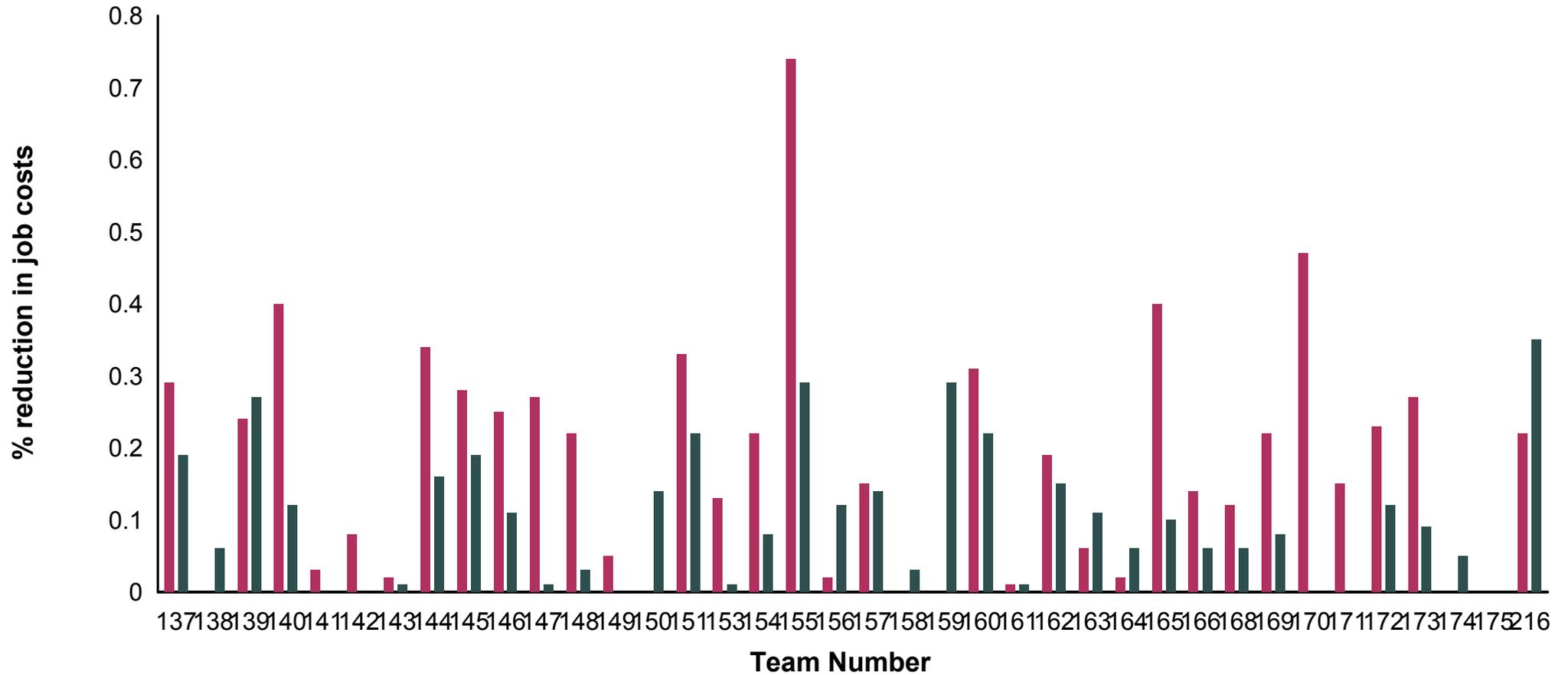
# RISK MANAGEMENT



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

- Before mitigating actions
- After mitigating actions

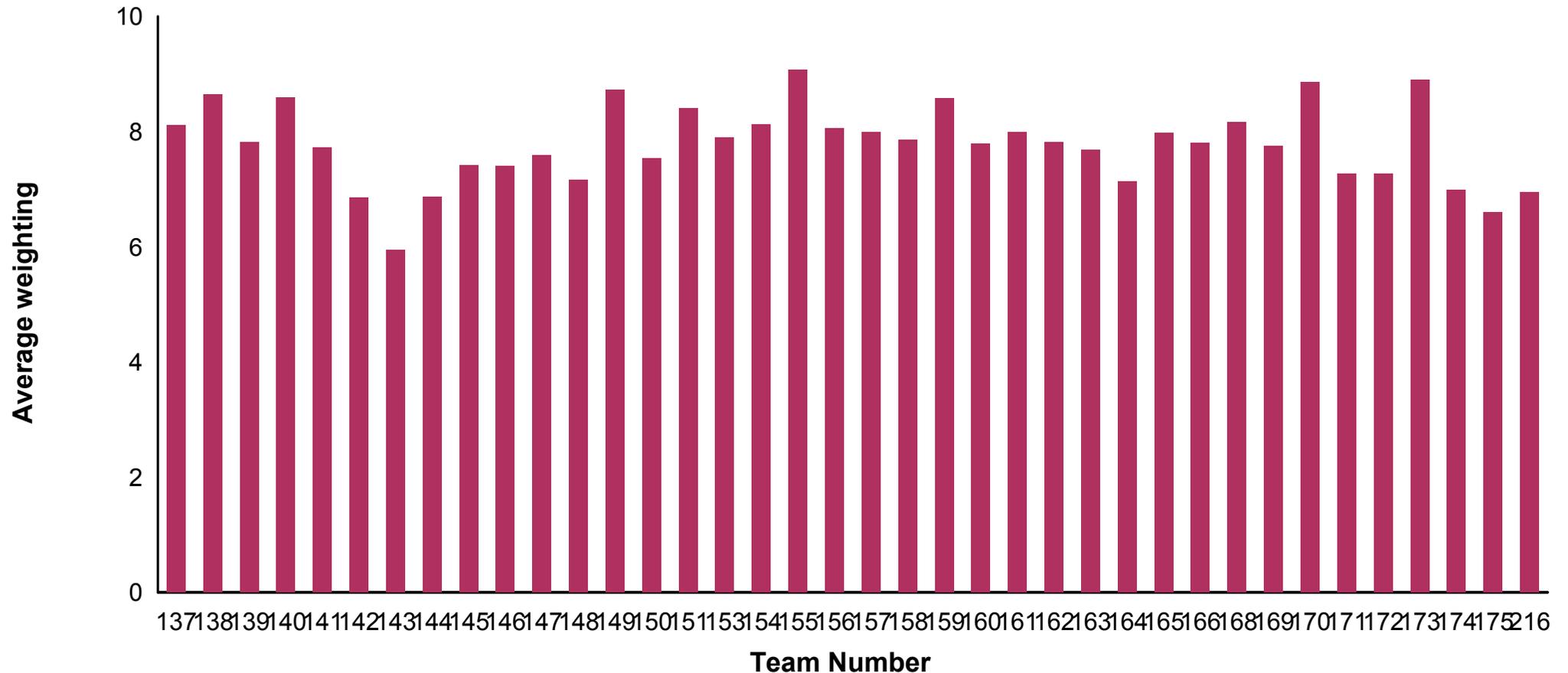
## TARGETED INVESTMENTS



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

- Reduction in job costs due to build cost cost reductions
- Reduction in job costs due to risk cost reductions

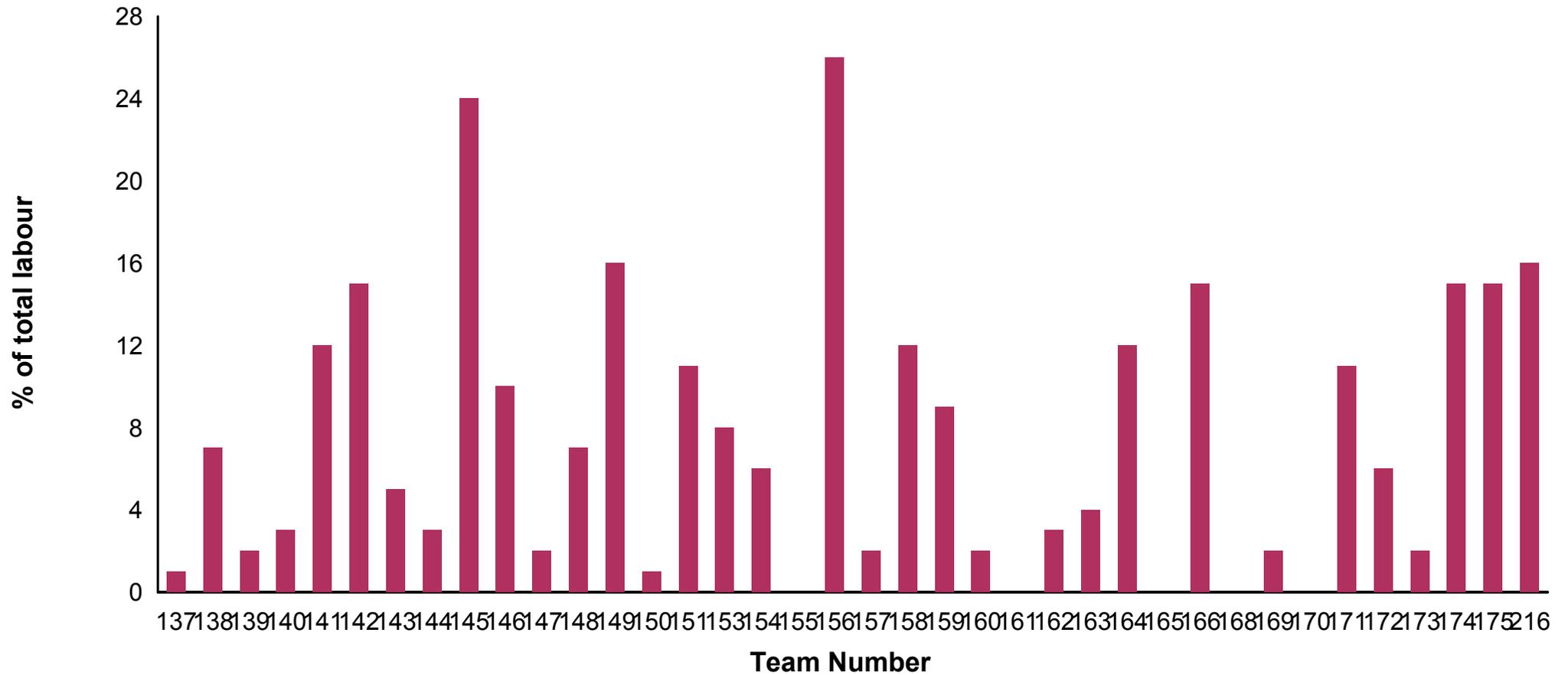
## PROJECT MANAGER (PERFORMANCE)



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 possible).

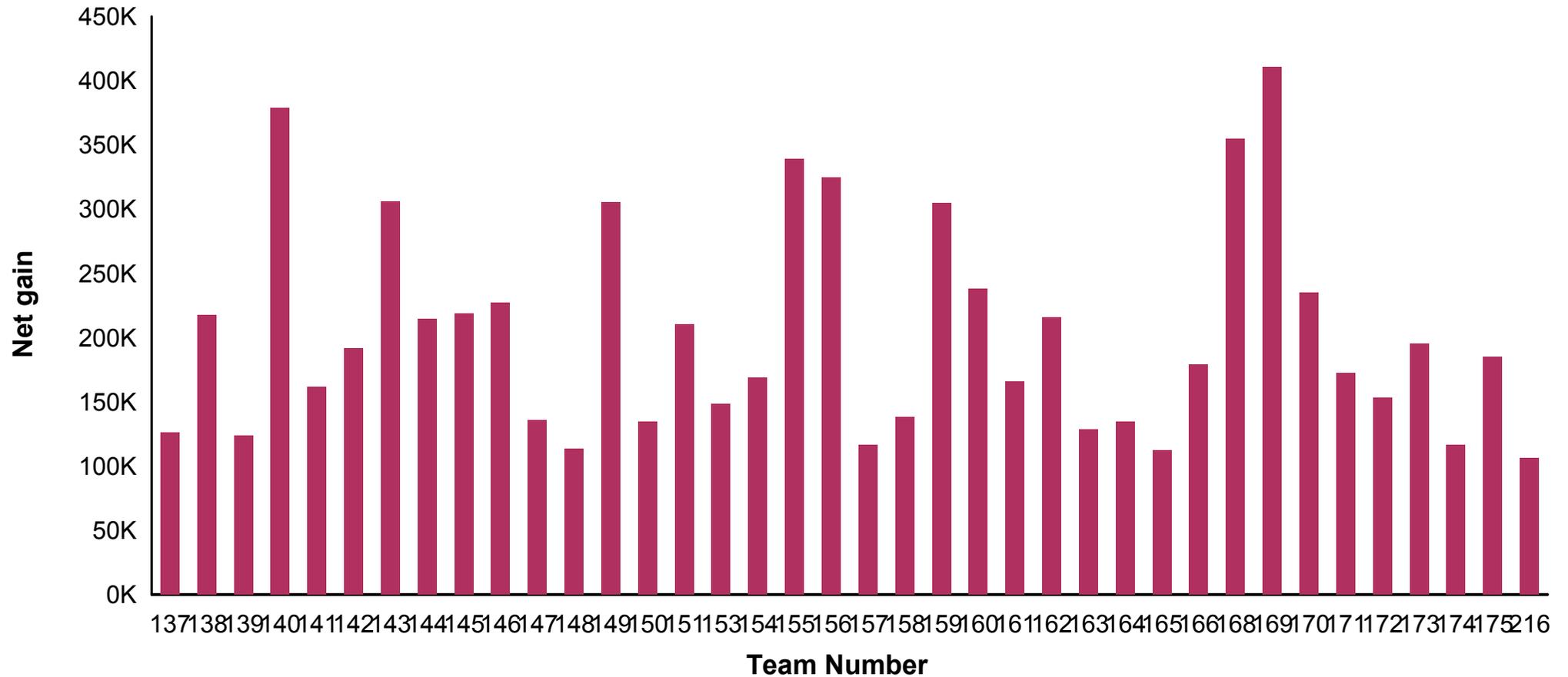
## SUBCONTRACTOR USAGE



Subcontractor costs vary from country to country.

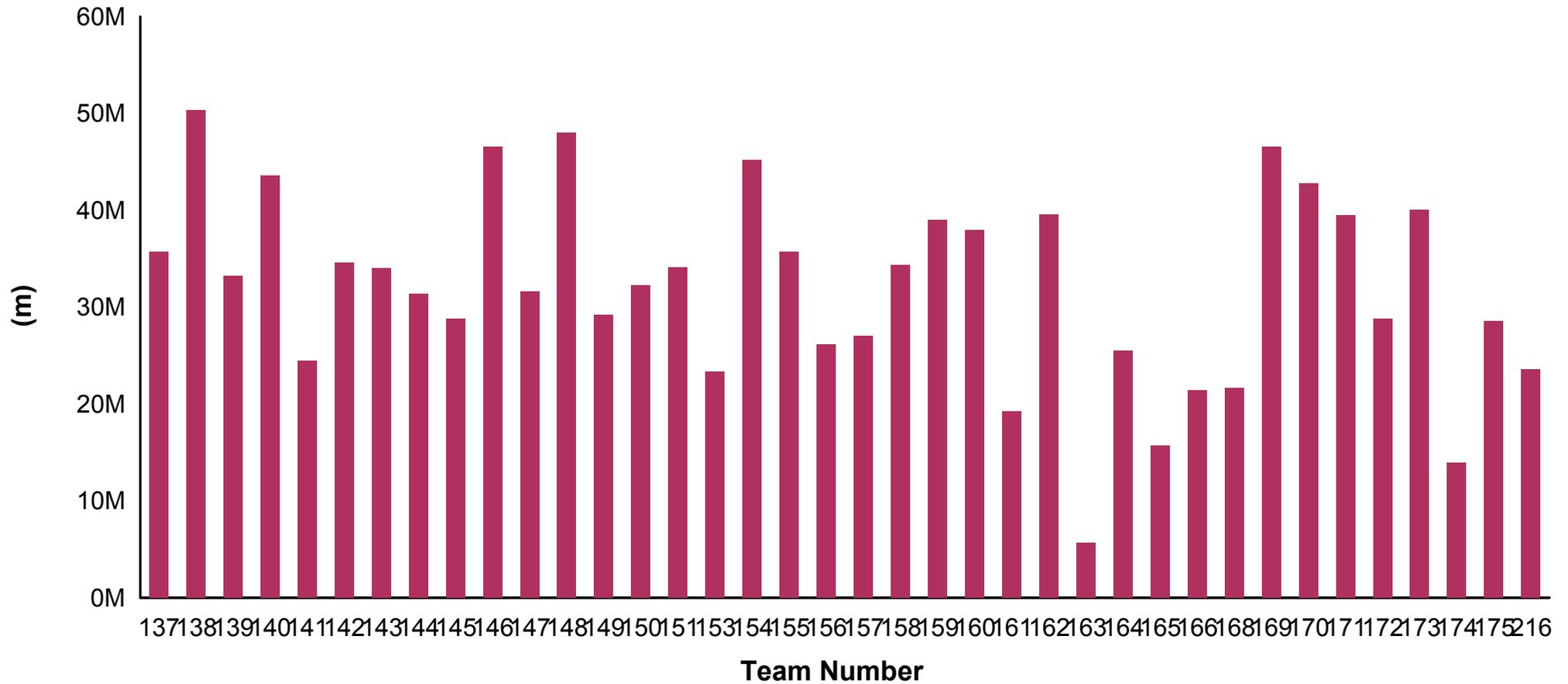
Excessive use of subcontractors can have an adverse affect on the morale of the company's own labour.

## PROJECT MANAGER (BONUS AFFECT)



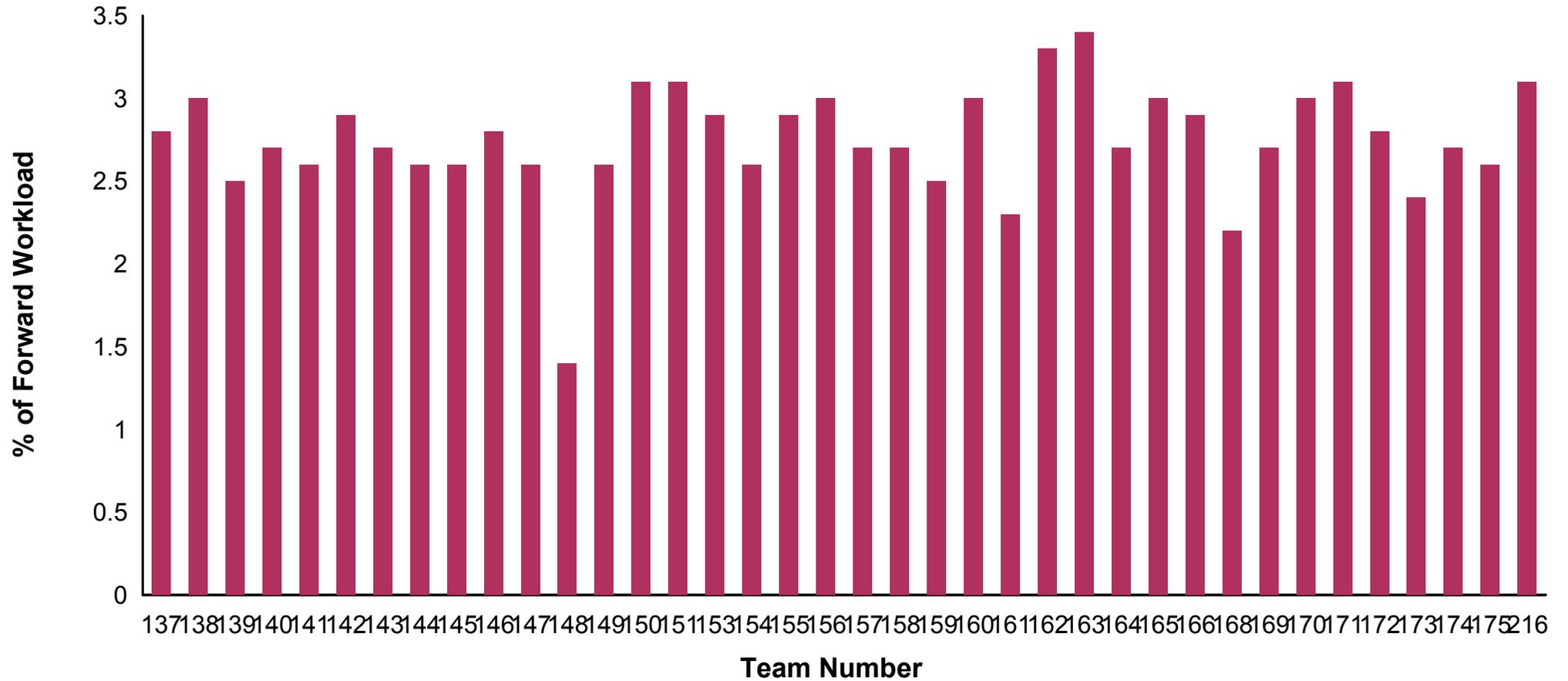
Paying a bonus to project managers not only prevents them from resigning, but can improve their productivity, with a potential net monetary gain (job profit).

## FOWARD WORKLOAD



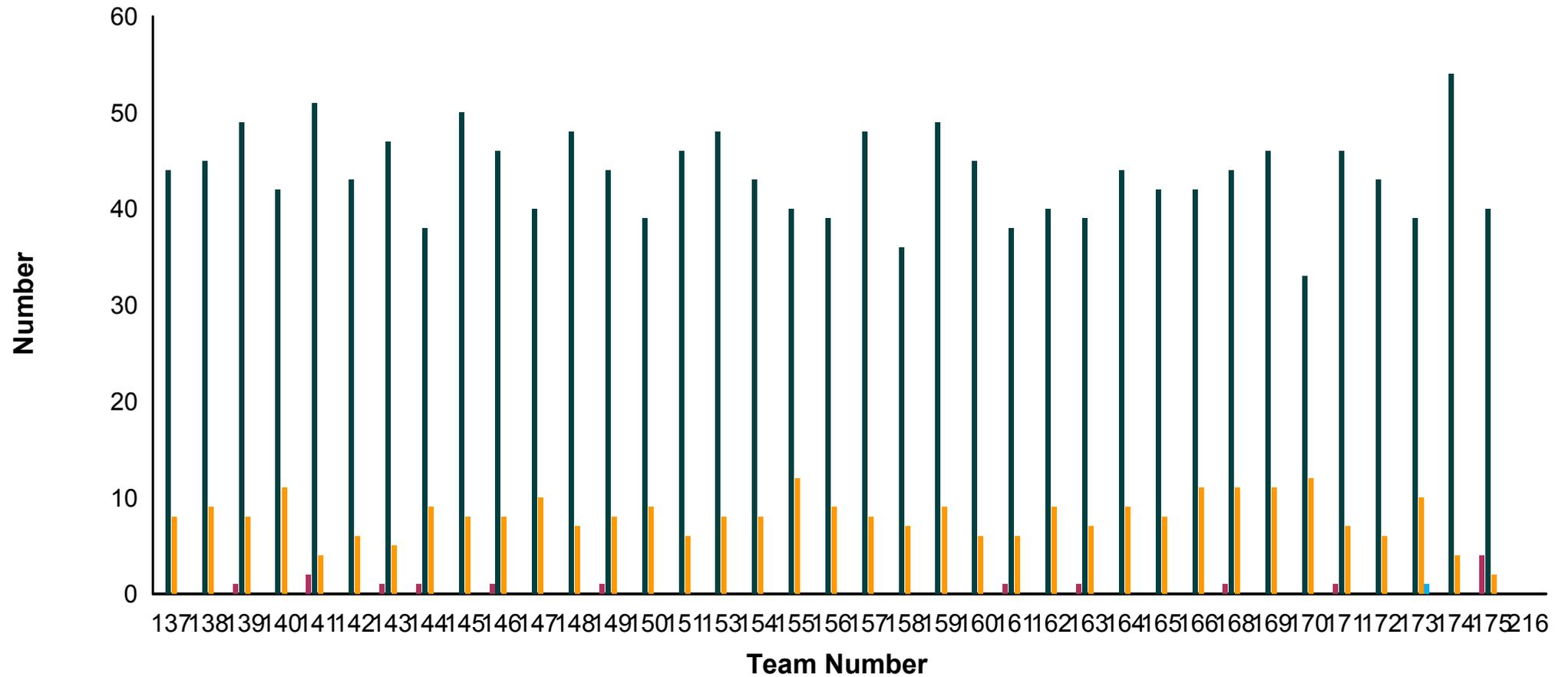
As well as past performance, the future outlook in terms of forward workload is key to the future prosperity of the business.

## 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