

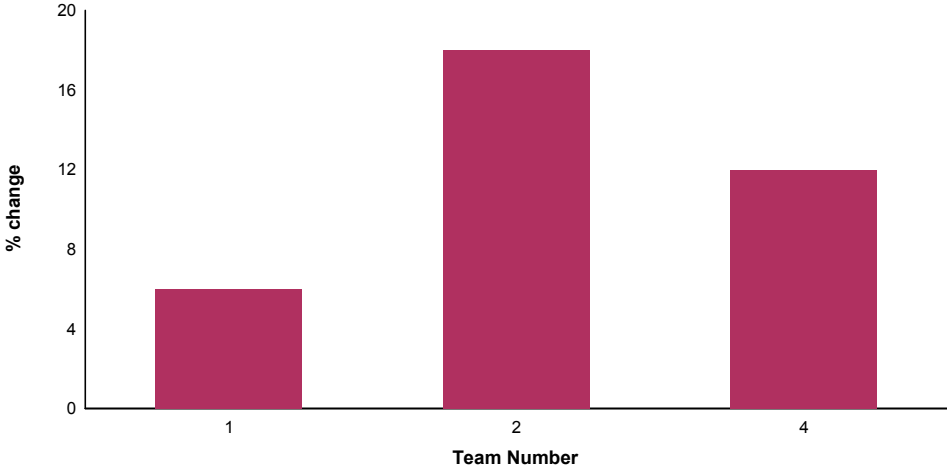


# Laing O'Rourke Cadet Competition 2015

## COMPARATIVE ASSESSMENT OF TEAMS REPORT

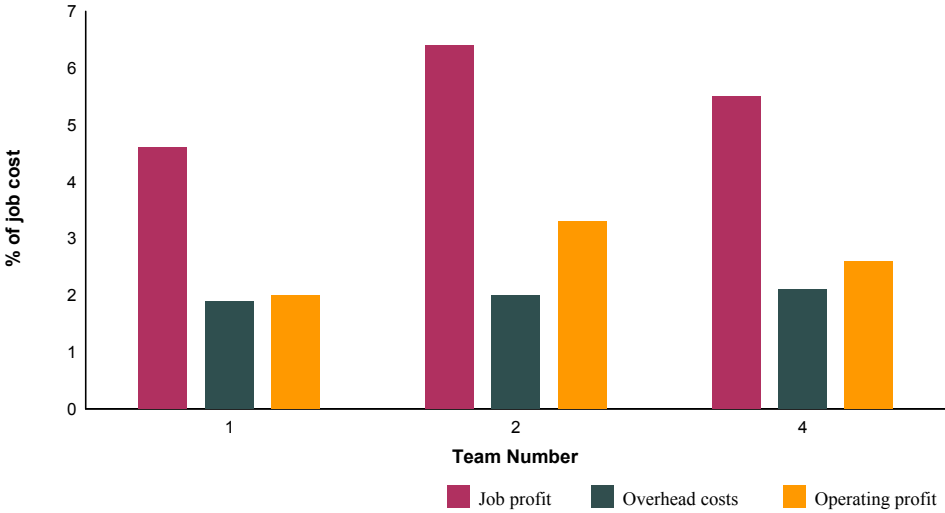
		FINANCE			OVERHEADS								PROCUREMENT				JOB PROGRESSION					
No.	Name	No. of periods in charge	% change in Comp Value	% change in Share Price	% Market Share	Marketing Department					% of required staffing level allocated for Head Office, QHSE and Measurement Departments			No. Jobs Bid For	No. Jobs Won	No. Jobs Lost	% Bidding Success Rate	Profitability (% of Job Costs)				
						IND	B&C	TRA	ENE	W&S	UK	OVR	H/O					QHSE	MEA	Job Profit	O/Head Costs	Oper Profit
1	One Hit Wonders	4	6	22	30	0	36	26	22	15	40	60	202	208	208	13	9	4	69	4.6	1.9	2.0
2	Work in progress	4	18	33	22	11	56	9	1	23	22	78	223	251	251	12	8	4	67	6.4	2.0	3.3
4	Unlimited Construction Ltd	4	12	18	25	22	45	32	0	1	37	63	212	212	212	14	9	5	64	5.5	2.1	2.6

### COMPANY VALUE



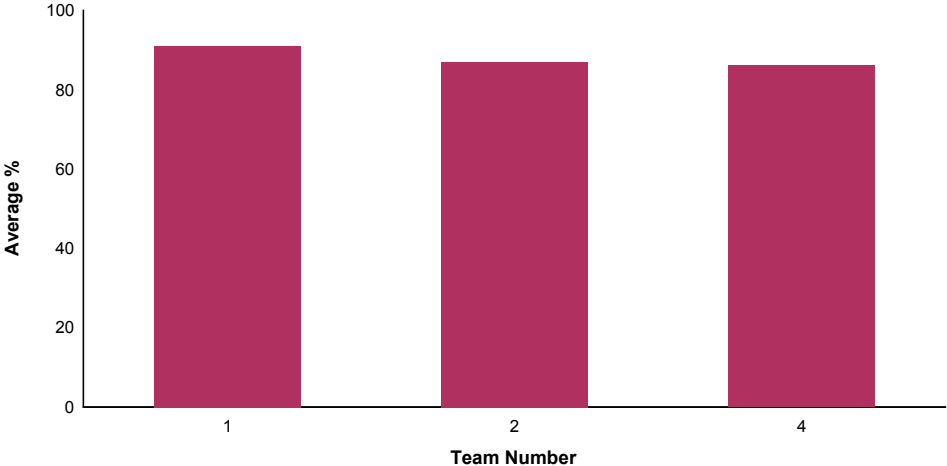
Increasing the value of the business is the prime objective of the management team.

### PROFITABILITY



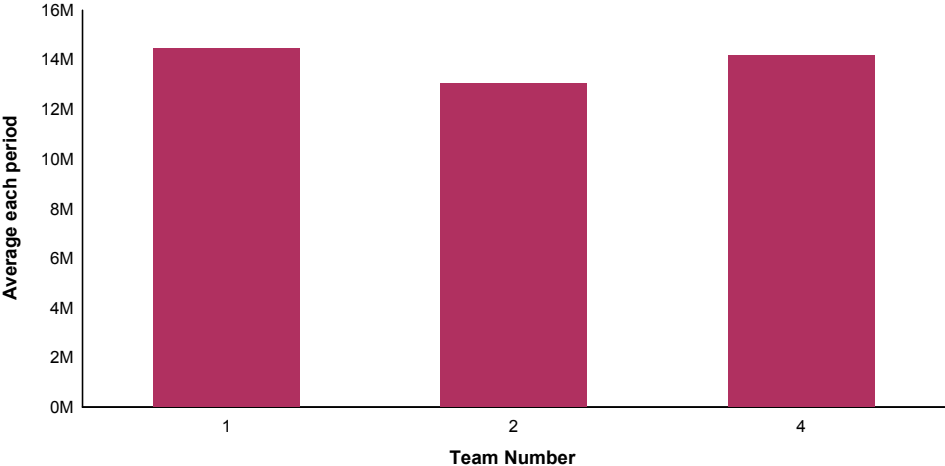
Managing jobs as profitably as possible, and keeping overhead costs under control, are both key drivers in ensuring that the company’s operating profit is as healthy as possible. This ultimately feeds into the cash account, and affects company value.

### CAPITAL EMPLOYED



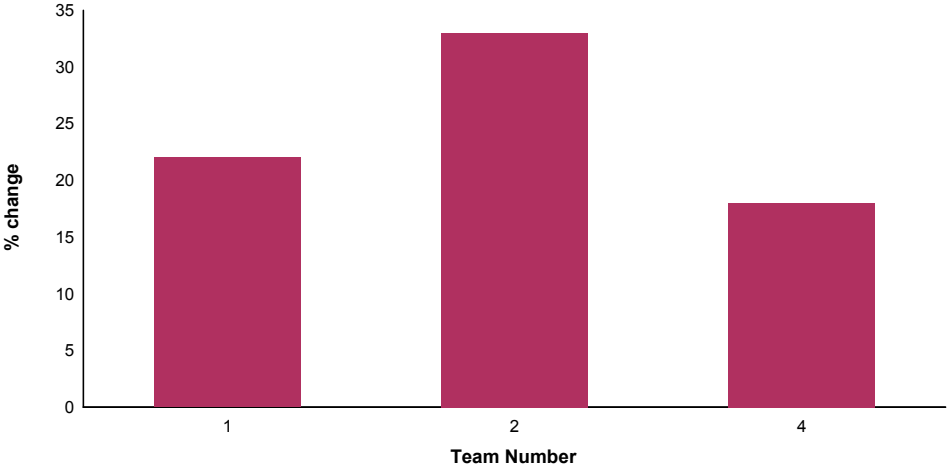
The Capital Employed measures how much of the company’s capital base (infrastructure) is being utilised through winning and progressing work.

### TURNOVER



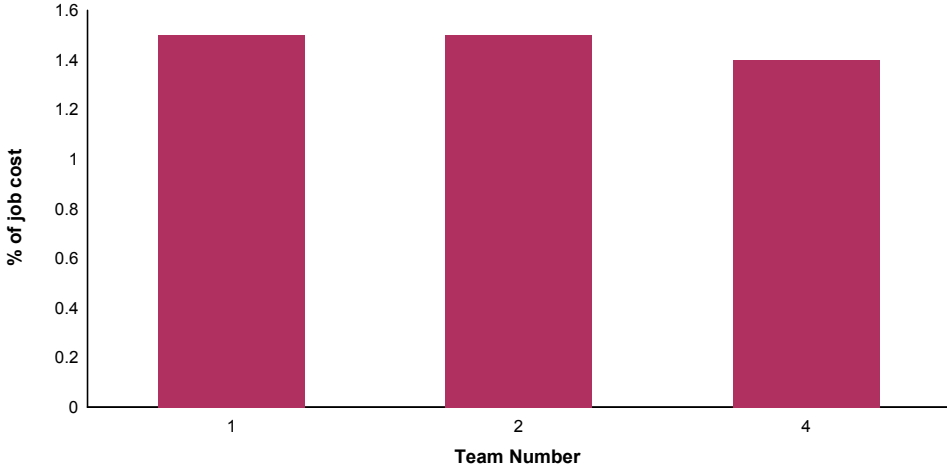
Identifying and securing new work ensures that the turnover (monies earned) across all jobs progressed is healthy.

### SHARE PRICE



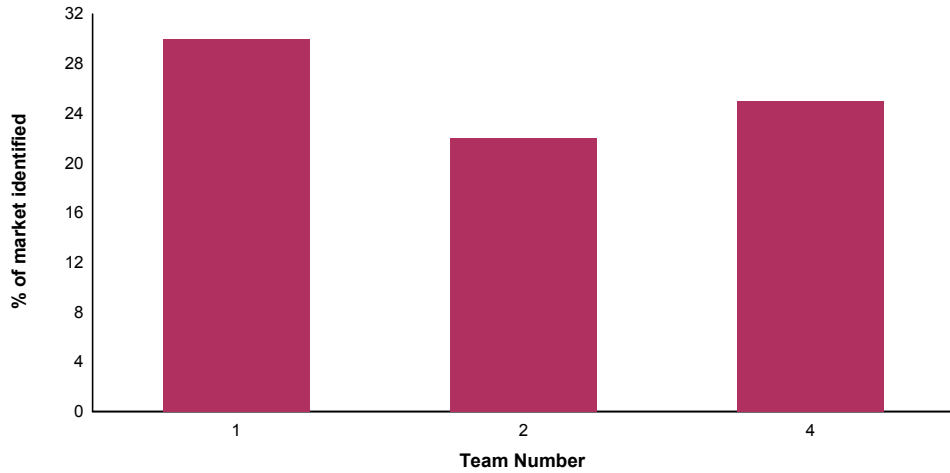
Shareholders like receiving high dividends. However, it is the company's share price, which takes into account a number of factors, that reflects how well a business is performing.

### DIVIDEND PAID



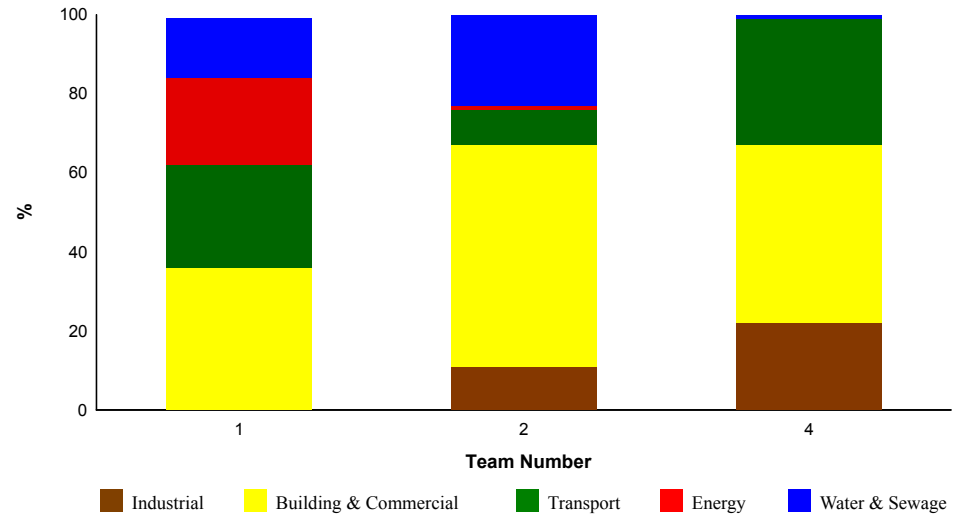
The level of dividend paid to shareholders should be in line with what the company can afford, and not exceed the operating profits of the business.

**MARKET SHARE (OVERALL)**

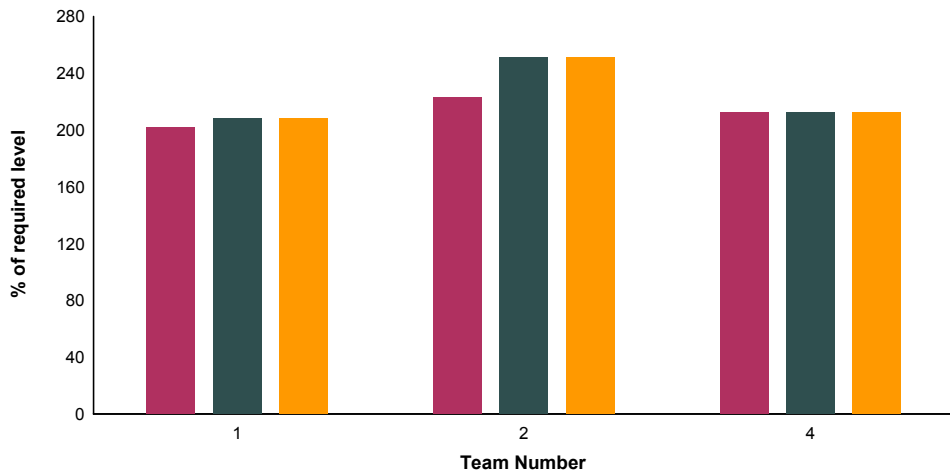


Developing an effective marketing strategy, and identifying new work in different sectors and locations (UK/Overseas) is critical to enable the business to grow by securing jobs through competitive bidding.

**MARKET SHARE SPLIT (BY SECTOR)**



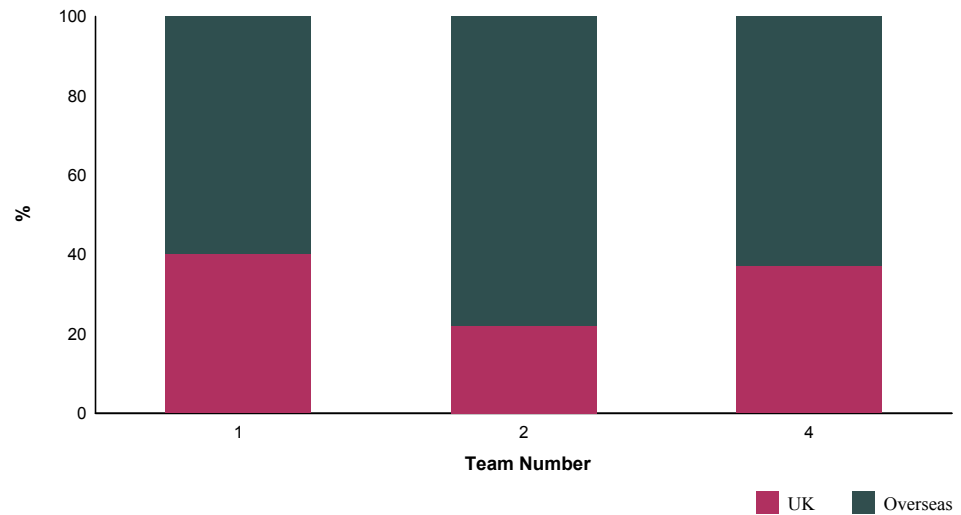
**OVERHEAD STAFFING**



Efficient overhead management has a significant impact on operating profitability. 100% was the benchmark to have no adverse affects on costs and value, but the optimum level was 200%.

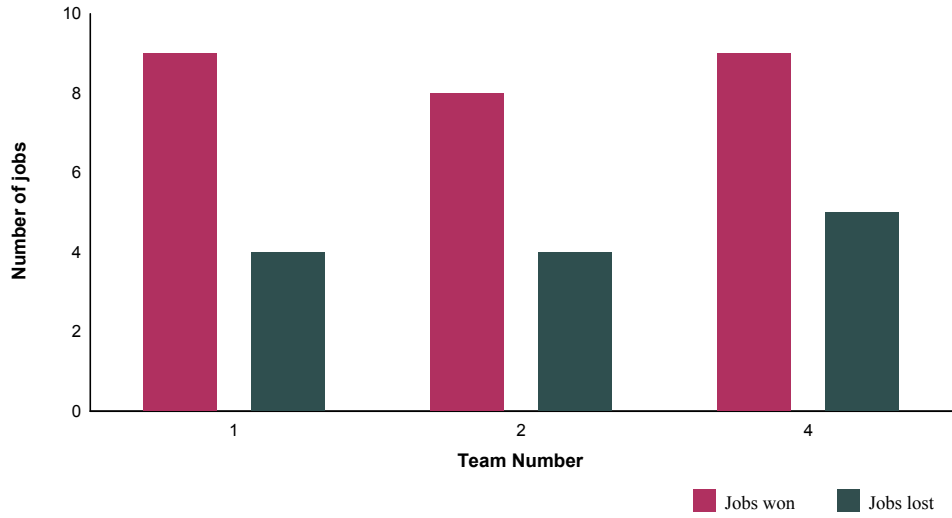
■ Head Office ■ QHSE ■ Measurement

**MARKET SHARE SPLIT (BY LOCATION)**

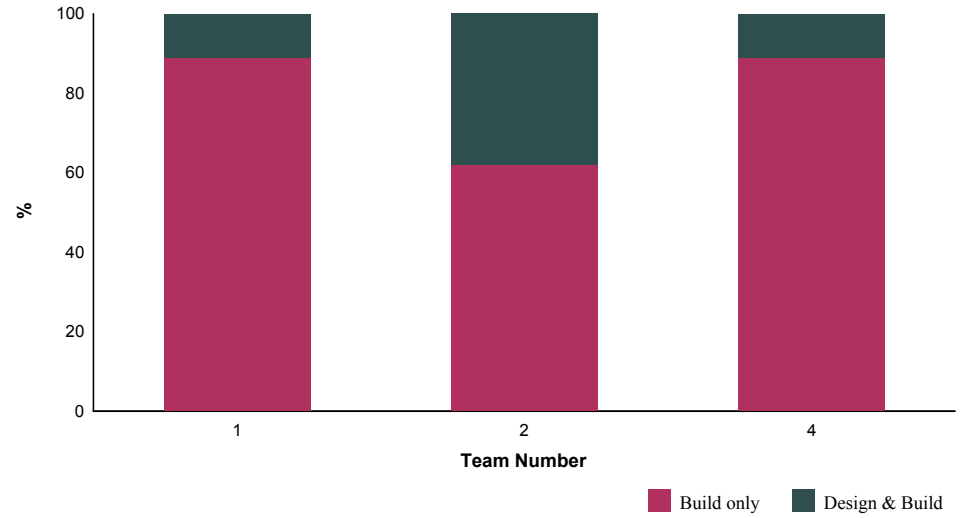


■ UK ■ Overseas

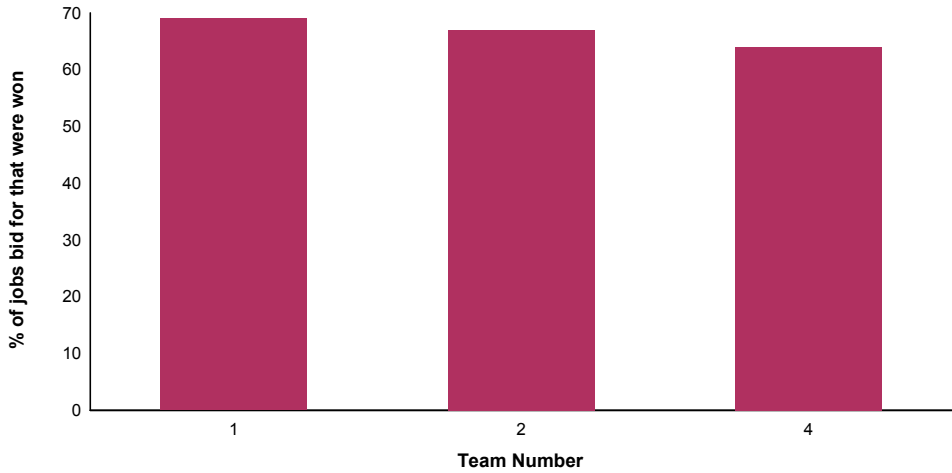
**JOBS WON AND LOST**



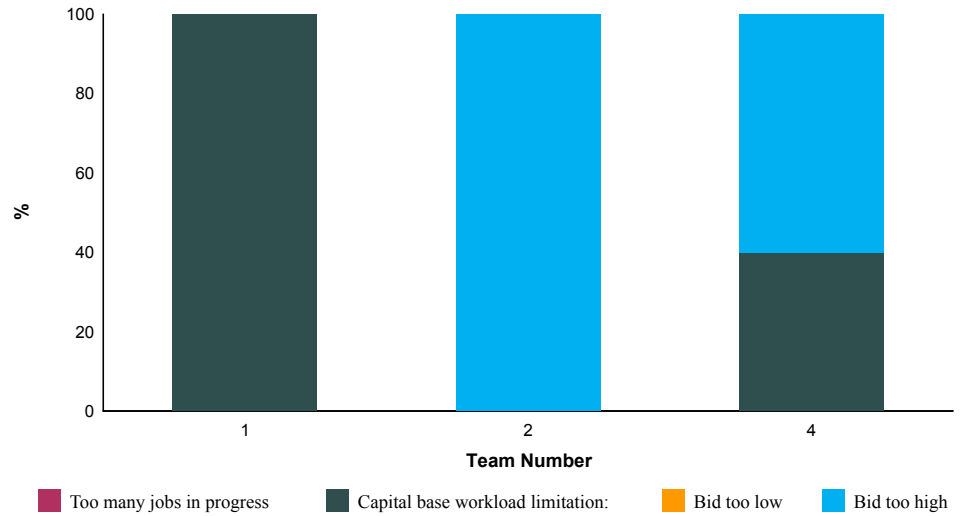
**TYPE OF JOBS WON**



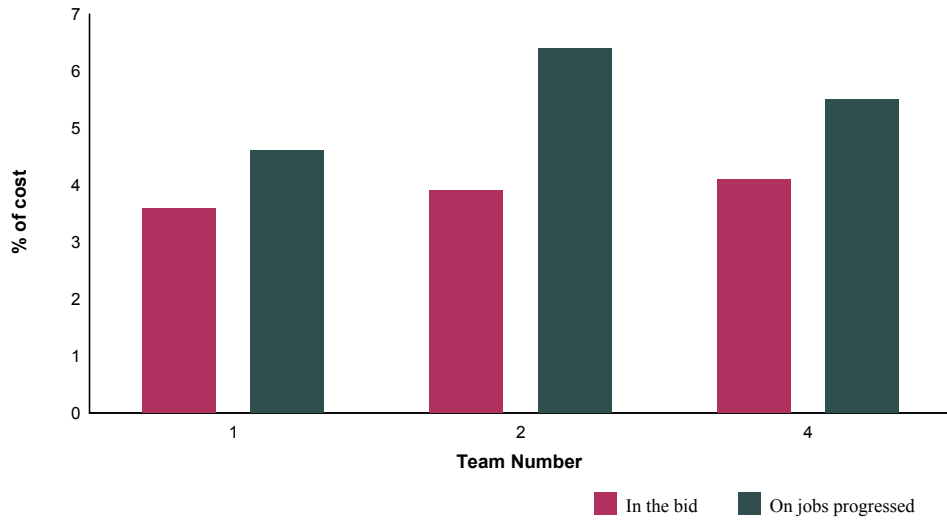
**BIDDING SUCCESS**



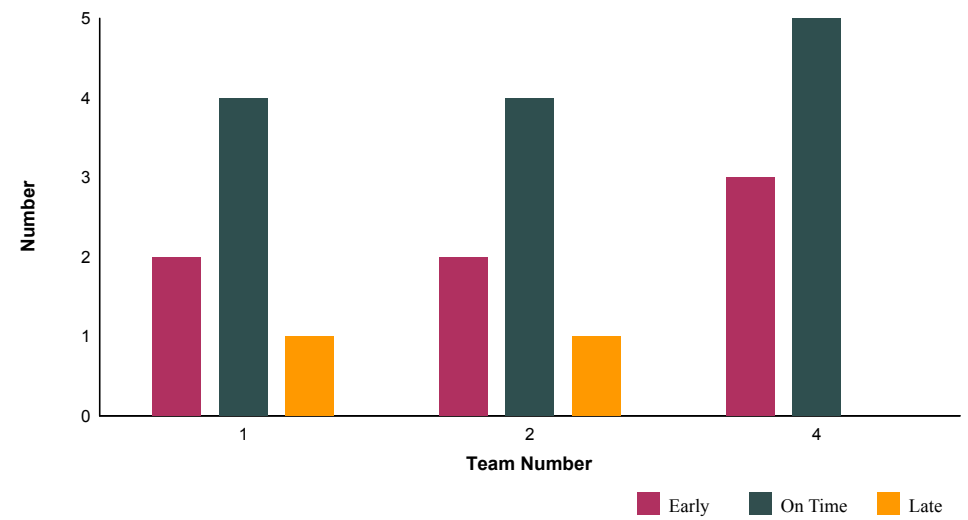
**REASON FOR JOB LOSS**



### MARGINS

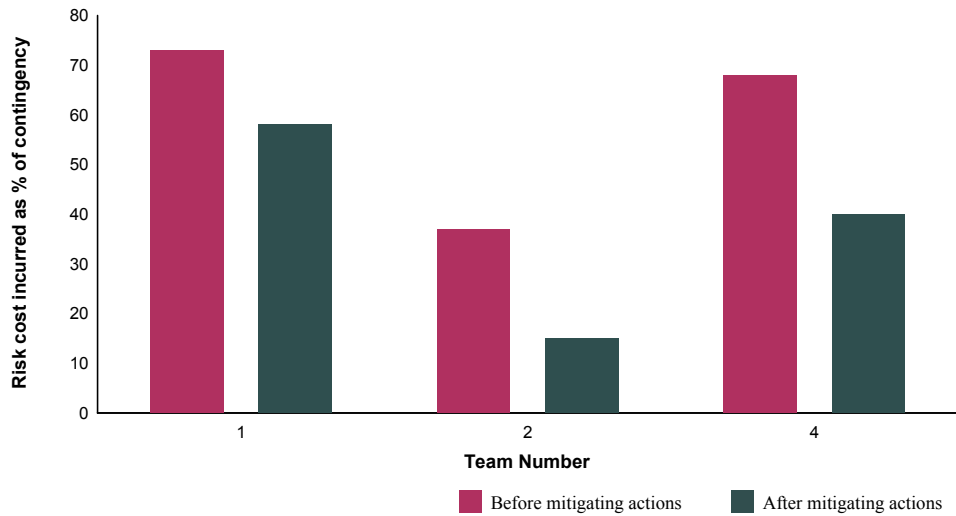


### JOB COMPLETION



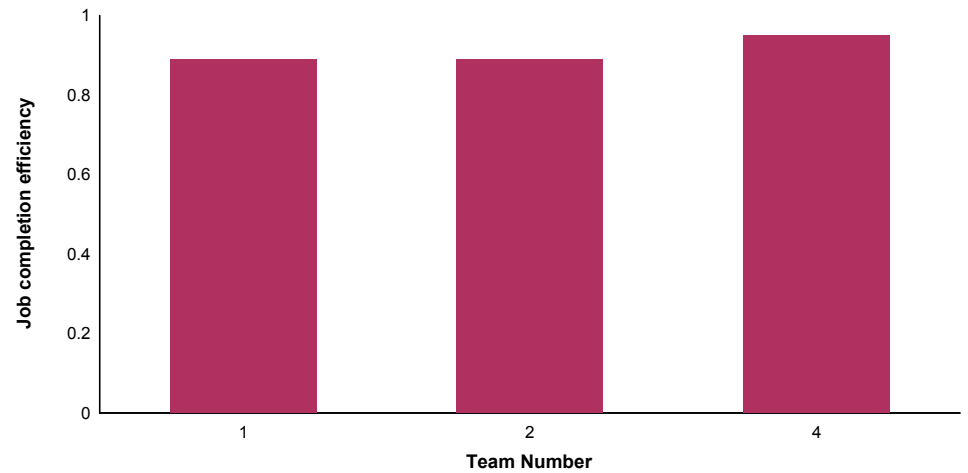
Early job completion earns a bonus from the client, frees off resources, and improves client relationship. Conversely, late completion incurs a penalty charge, and can significantly damage client relationship.

### RISK MANAGEMENT



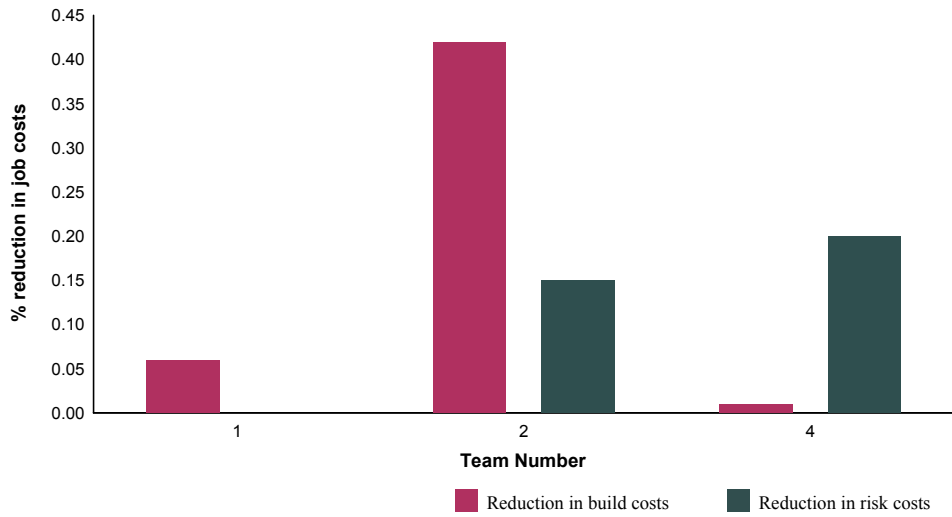
An effective risk management policy is crucial to keeping projects as profitable as possible.

### LABOUR MANAGEMENT



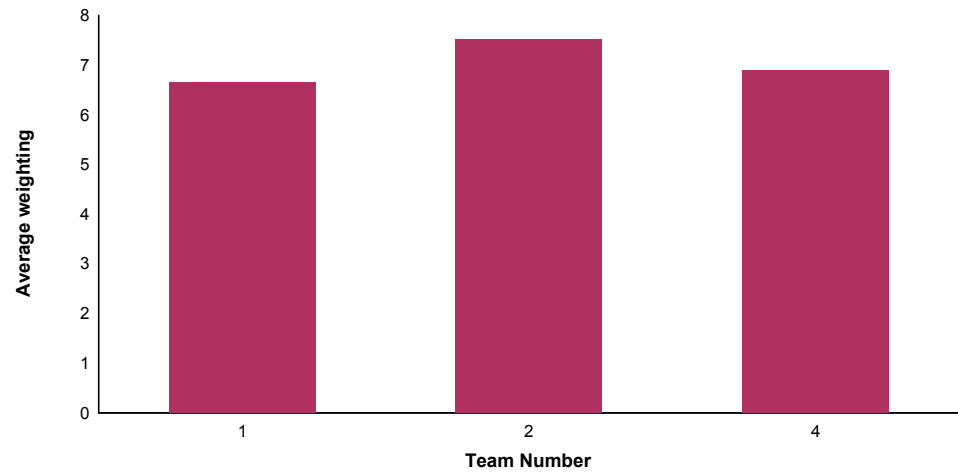
Completing jobs as efficiently as possible in terms of labour resourcing is key to maximising job profits. The efficiency rating is from 0 to 1, where 1 is the optimum level.

### TARGETED INVESTMENTS



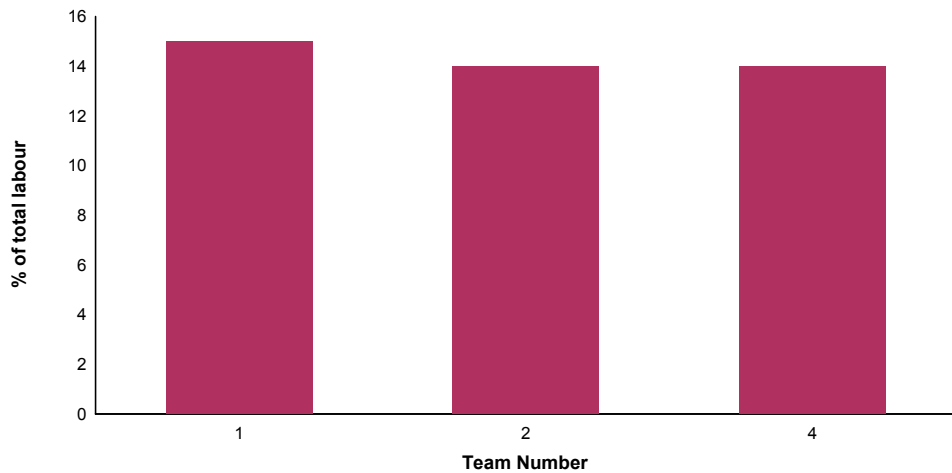
Targeted investments can reduce job costs, such as build and risk costs, significantly.

### PROJECT MANAGER (PERFORMANCE)

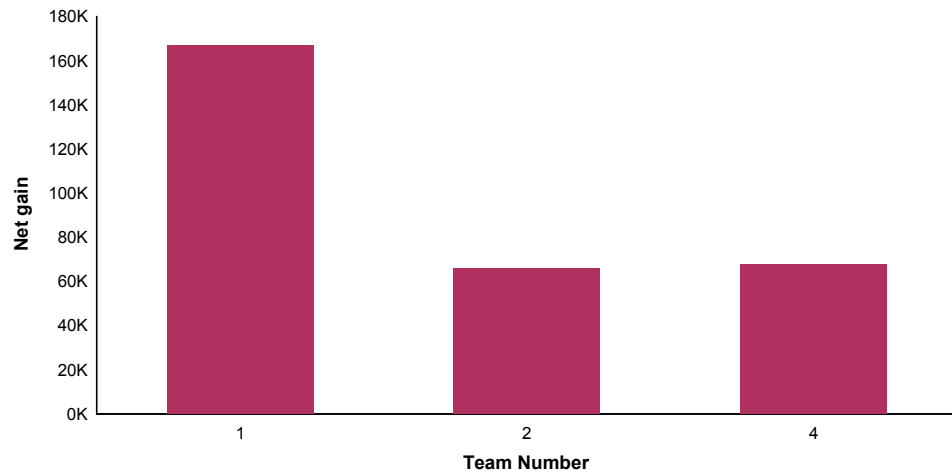


A project manager with well-matched experience for a particular type of job will handle available resources more efficiently, whilst a project manager with inappropriate experience will impair contract efficiency. Project managers are weighted from 1 (Poor) to 10 (The best possible).

### SUBCONTRACTOR USAGE

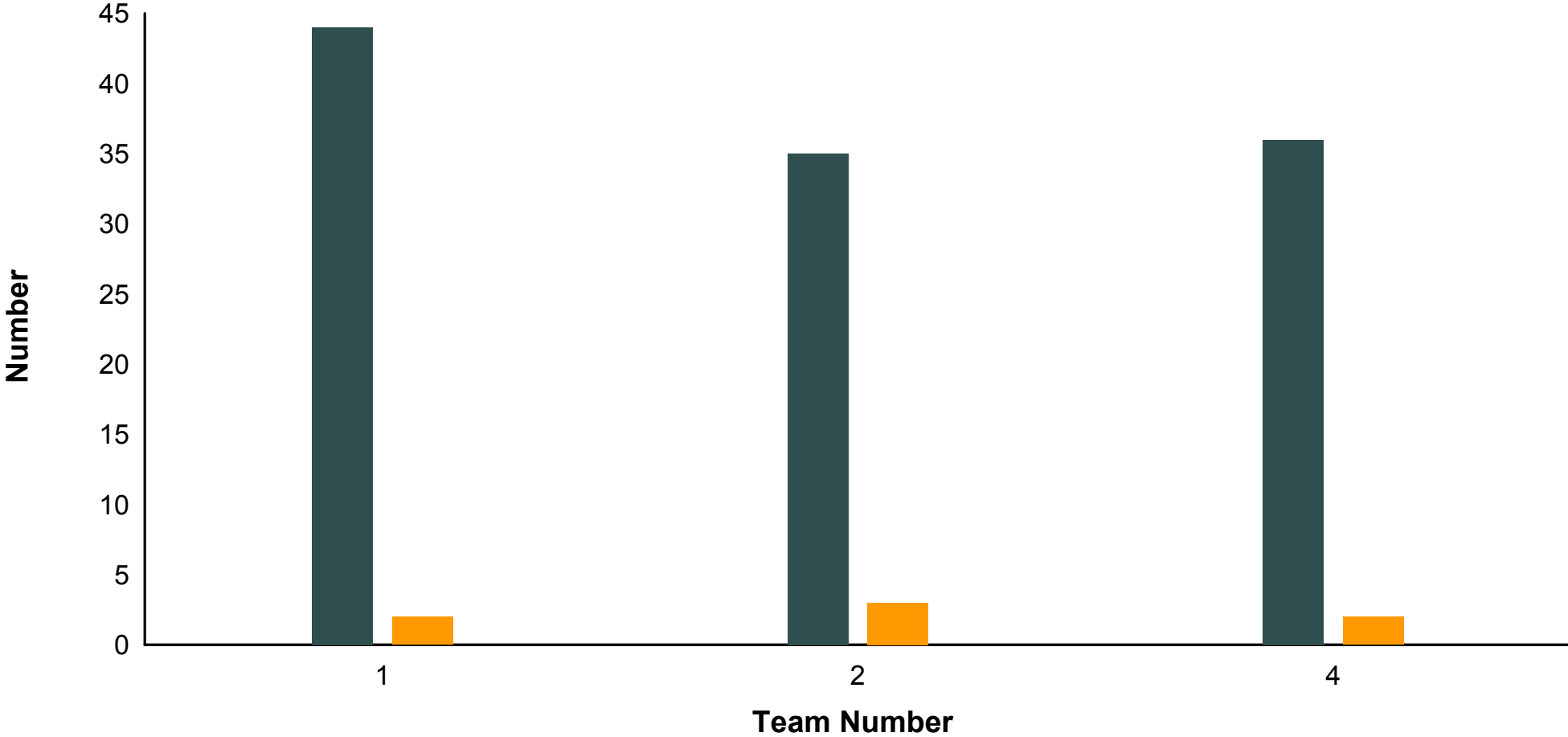


### PROJECT MANAGER (BONUS AFFECT)



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).

# CLIENT RELATIONSHIPS



- Poor or worst
- Satisfactory
- Fairly good to Extremely good
- Excellent or better