



ENGINUITY 2021 COMPETITION

PERFORMANCE REVIEW FOR 'The Tower of Babble'

MANAGEMENT TEAM

Patrick Kinsella

Yung Lau

Anna Feledi

Anna Gudowska

SPONSOR

Jacobs

THE CHALLENGE



It is the **beginning of 2021**.

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

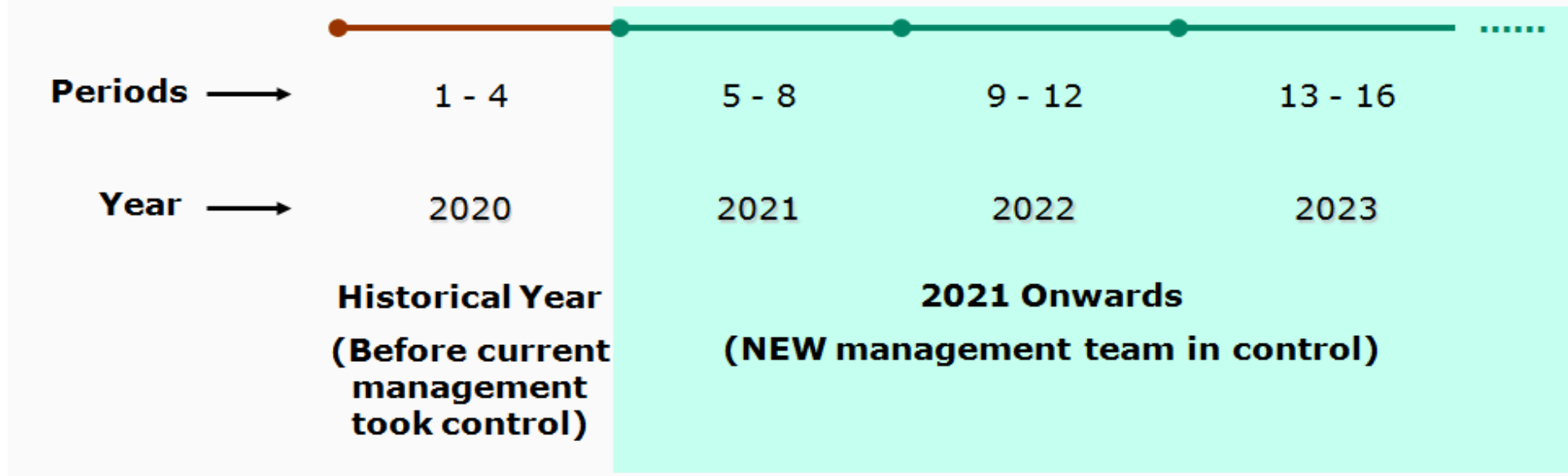
To implement the strategy **decisions** will have to be made in a number of key areas :-

- 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)

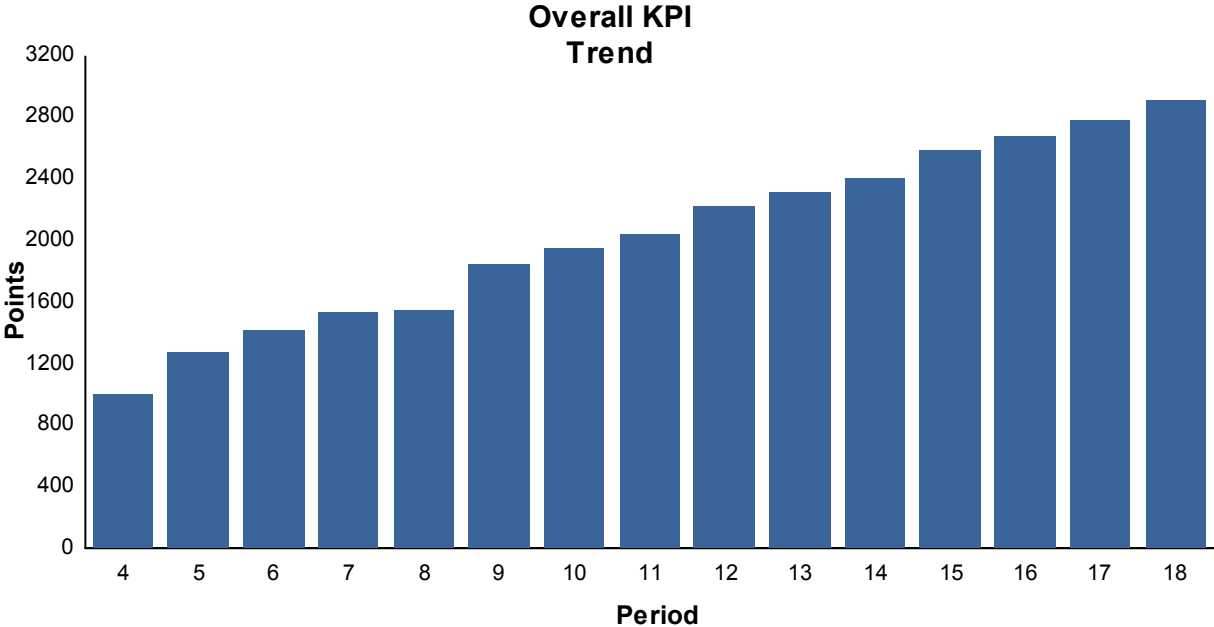
During the Later Years the teams compete 'head to head' against each other for work. This creates an even more uncertain and pressurized environment in which the skills and team dynamics formed in the early years are really put to the test.

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 2,908 points

End Period	Status	Year/qtr	Turnover	Gross Profit To Turnover	Operating Profit To Turnover	Company Value	Capital Employed	Contract Completion	Forward Workload	Forward Margin	Share Price	Client Satisfaction	Total Rating
4	History	2020 (Q4)	40	170	120	170	130	80	70	100	70	50	1,000
5	Early Years	2021 (Q1)	49	186	153	184	149	113	118	162	82	84	1,280
6	Early Years	2021 (Q2)	57	195	169	200	163	129	130	179	77	114	1,413
7	Early Years	2021 (Q3)	66	212	195	224	173	142	126	167	79	145	1,529
8	Early Years	2021 (Q4)	76	222	214	254	174	177	77	97	72	186	1,549
9	Early Years	2022 (Q1)	78	238	222	275	181	205	163	178	84	221	1,845
10	Early Years	2022 (Q2)	84	245	235	307	187	217	156	167	82	266	1,946
11	Early Years	2022 (Q3)	91	239	230	333	191	247	153	161	81	309	2,035
12	Early Years	2022 (Q4)	97	244	239	359	195	283	169	173	104	359	2,222
13	Later Years	2023 (Q1)	102	247	240	388	197	303	180	149	108	402	2,316
14	Later Years	2023 (Q2)	107	246	238	422	199	339	171	130	113	440	2,405
15	Later Years	2023 (Q3)	111	245	237	443	202	363	210	165	138	469	2,583
16	Later Years	2023 (Q4)	115	249	242	476	203	378	191	157	159	501	2,671
17	Later Years	2024 (Q1)	120	248	242	504	204	405	196	137	183	538	2,777
18	Later Years	2024 (Q2)	121	246	237	513	205	425	219	163	195	584	2,908



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

	History	Since	Change	Basis	Additional information
Number of periods	4	14			
FINANCIAL MANAGEMENT					
Company value	4,953,073	14,949,280	202 %	End of timeframe	
Share price	1.03	2.87	179 %	End of timeframe	
Average capital base	4,086,919	6,527,576	60 %	Each period of timeframe	
Average capital base utilisation	73 %	95 %		Each period of timeframe	
Average turnover	11,827,670	21,366,920	81 %	Each period of timeframe	
Job profit	4.2 %	6.3 %		During whole timeframe	As a % of job costs
Overhead costs	1.8 %	1.6 %		During whole timeframe	As a % of job costs
Net operating profit	1.9 %	4.0 %		During whole timeframe	As a % of job costs after tax and interest
Dividend paid	1.8 %	0.5 %		During whole timeframe	As a % of job costs
Forward workload	17,800,340	55,803,870		End of timeframe	
Forward margin	692,358	1,127,239		End of timeframe	
OVERHEAD MANAGEMENT					
Market share	11 %	35 %		During whole timeframe	% of the overall new work in the market identified
Market share split (UK)	0 %	0 %		During whole timeframe	% of the market share in the UK
Market share split (OV)	0 %	0 %		During whole timeframe	% of market share Overseas (outside the UK)
Head office staffing level	100 %	114 %		During whole timeframe	Optimum level is 100%
QHSE staffing level	100 %	122 %		During whole timeframe	Optimum level is 100%
Measurement staffing level	100 %	122 %		During whole timeframe	Optimum level is 100%
PROCUREMENT					
Number of jobs bid for	11	55		During whole timeframe	
Number of jobs won	6	34		During whole timeframe	
Bidding success rate	55 %	62 %		During whole timeframe	Jobs won as a % of jobs bid for
JOB PROGRESSION					
Project manager weighting	8.2	9.5		During whole timeframe	Out of 10
Project manager resignations	0	0		During whole timeframe	Due to insufficient bonus levels or being headhunted
Net gain from bonus payments to project managers	43,544	937,036		During whole timeframe	
Jobs finished early	0	28		During whole timeframe	
Jobs finished on time	0	6		During whole timeframe	
Jobs finished late	0	0		During whole timeframe	
Ineffective labour on site	1 %	1 %		During whole timeframe	
Subcontractor labour used on site	8 %	13 %		During whole timeframe	As a % of total labour
Job completion efficiency	n/a	0.95		During whole timeframe	0 to 1, where 1 is the optimum level
Reduction in job costs (build) due to targeted investments	0.0 %	0.9 %		During whole timeframe	
Reduction in job costs (risk) due to targeted investments	0.0 %	0.3 %		During whole timeframe	
For D&B jobs, change in build cost due to consultant designer	0.0 %	-1.1 %		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	56 %	51 %		During whole timeframe	As a % of the contingency in the bid
Change in risk cost incurred due to mitigating factors	-38.7 %	-49.2 %		During whole timeframe	
Risk cost incurred after mitigating factors	35 %	26 %		During whole timeframe	As a % of the contingency in the bid