



# Birmingham City University / CPE Competition 2024

## COMPARATIVE ASSESSMENT OF TEAMS REPORT

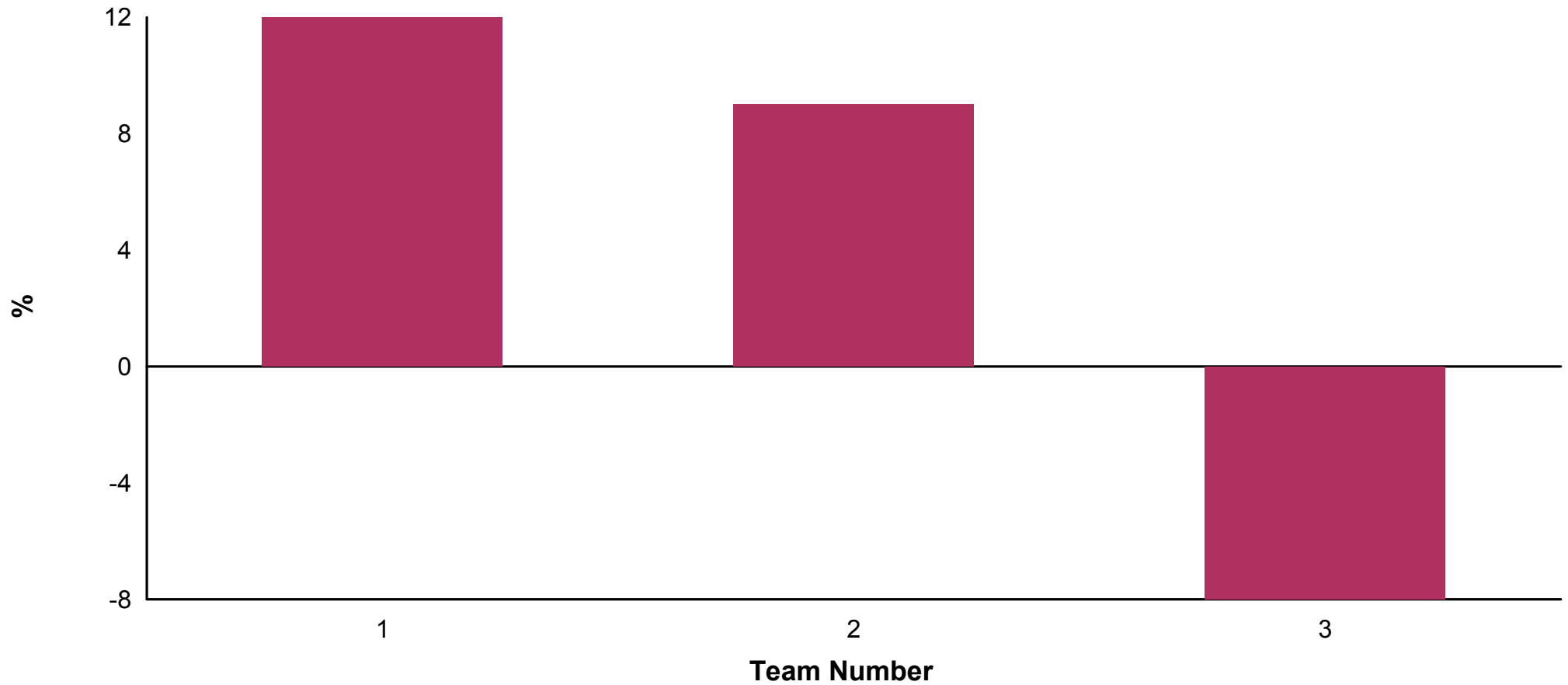
### CURRENT POSITION

### DURING TIME IN CHARGE

No.	Name	No. of pers	Chg in Value	Chg in Price Value	F/ward W/load	F/ward Margin	Market Share	PROCUREMENT		JOB PROGRESSION			COMPANY PROFITABILITY			COMPANY VALUE	
								Average value of work won each period	Average margin in jobs won	Average t/over each period	Average amount job profit each period	job profit	Average amount gross profit each period	Average amount overhead cost each period	Average amount operating profit each period	Average dividend paid each period	Average change in company value each period
1	Star	5	12 %	9 %	37.9 m	3.8 %	24 %	17.4 m	4.1 %	13.4 m	0.5 m	3.5 %	453,768	188,502	203,747	66,000	116,276
2	Excellent Construction L	5	9 %	37 %	32.6 m	3.9 %	23 %	16.4 m	4.3 %	13.4 m	0.5 m	3.8 %	485,360	222,312	197,699	106,000	87,424
3	VFP Company	5	-8 %	-10 %	43.3 m	3.3 %	26 %	19.2 m	3.9 %	14.1 m	0.4 m	2.6 %	338,885	245,406	52,998	110,280	-79,071

# CURRENT POSITION

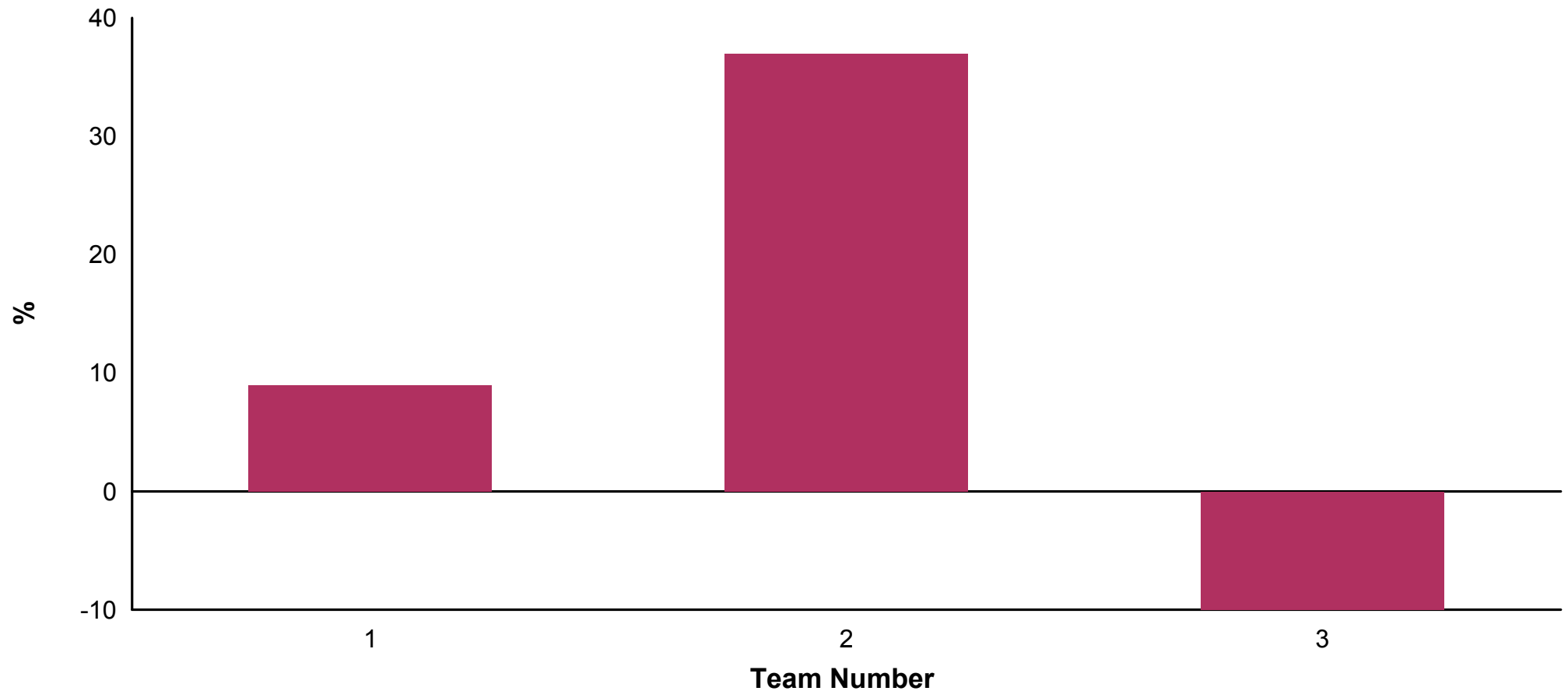
## CHANGE IN COMPANY VALUE



The key to growing the business successfully is in improving its value.

This is achieved by winning plenty of new work, progressing jobs profitably and keeping overhead costs under control.

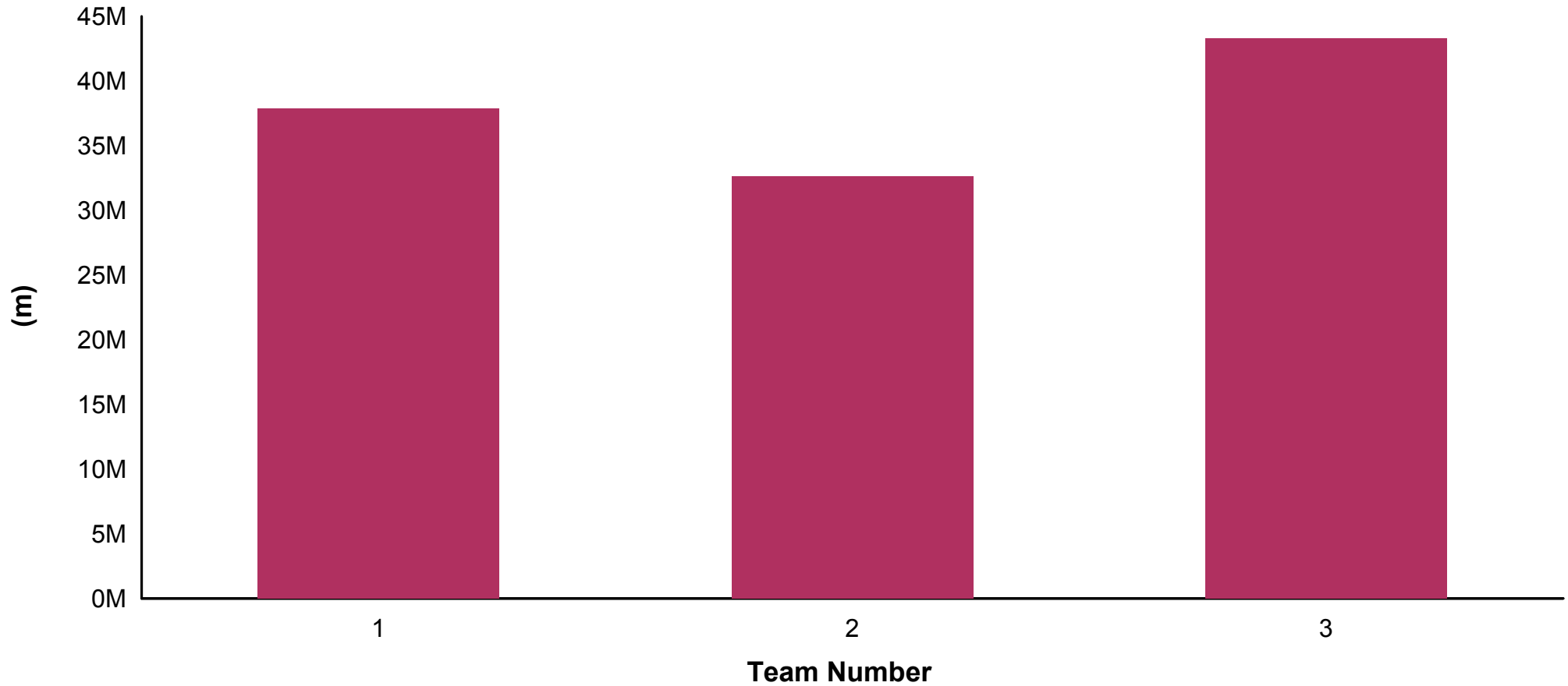
## CHANGE IN SHARE PRICE



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.

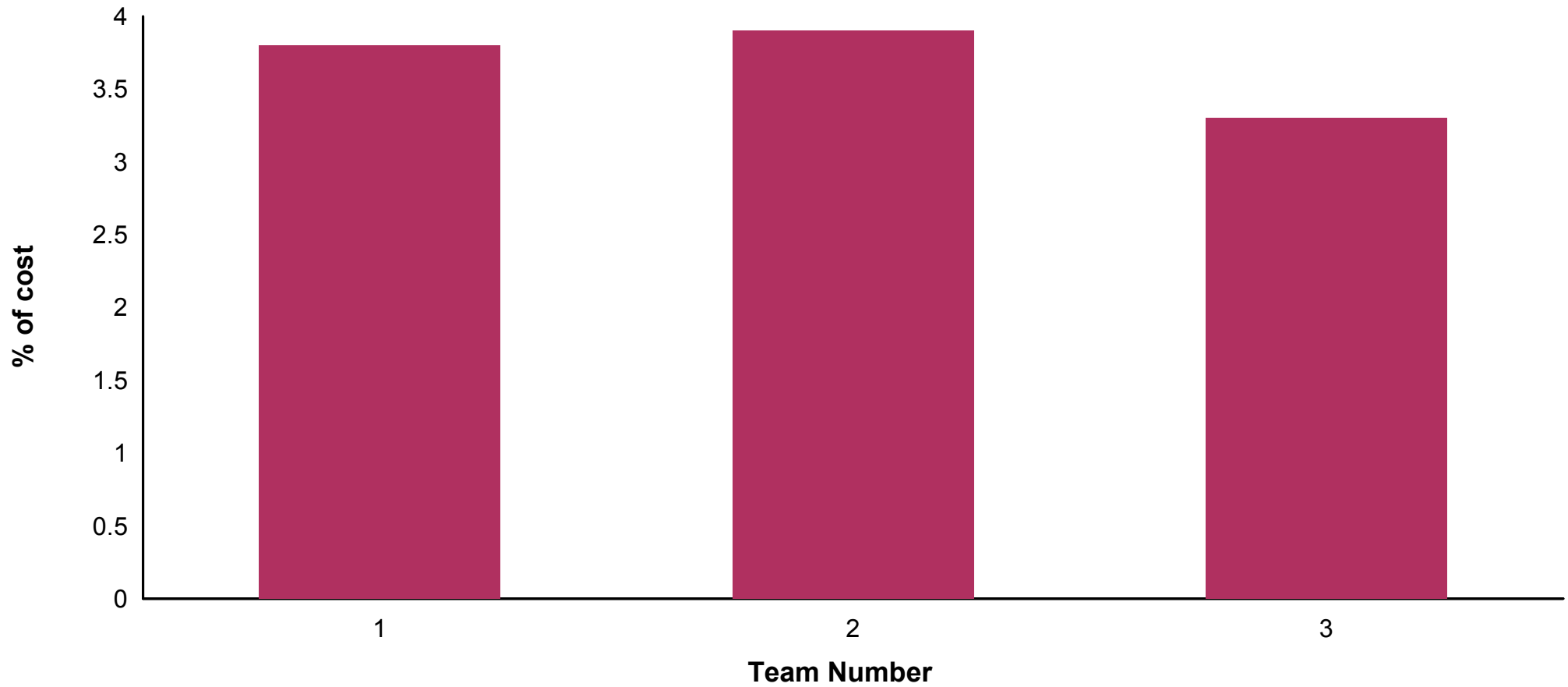
The share price is influenced by the level of dividend paid to the shareholders, the value of the company, the future profitability of the company and the debt burden (gearing ratio) of the company.

## 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



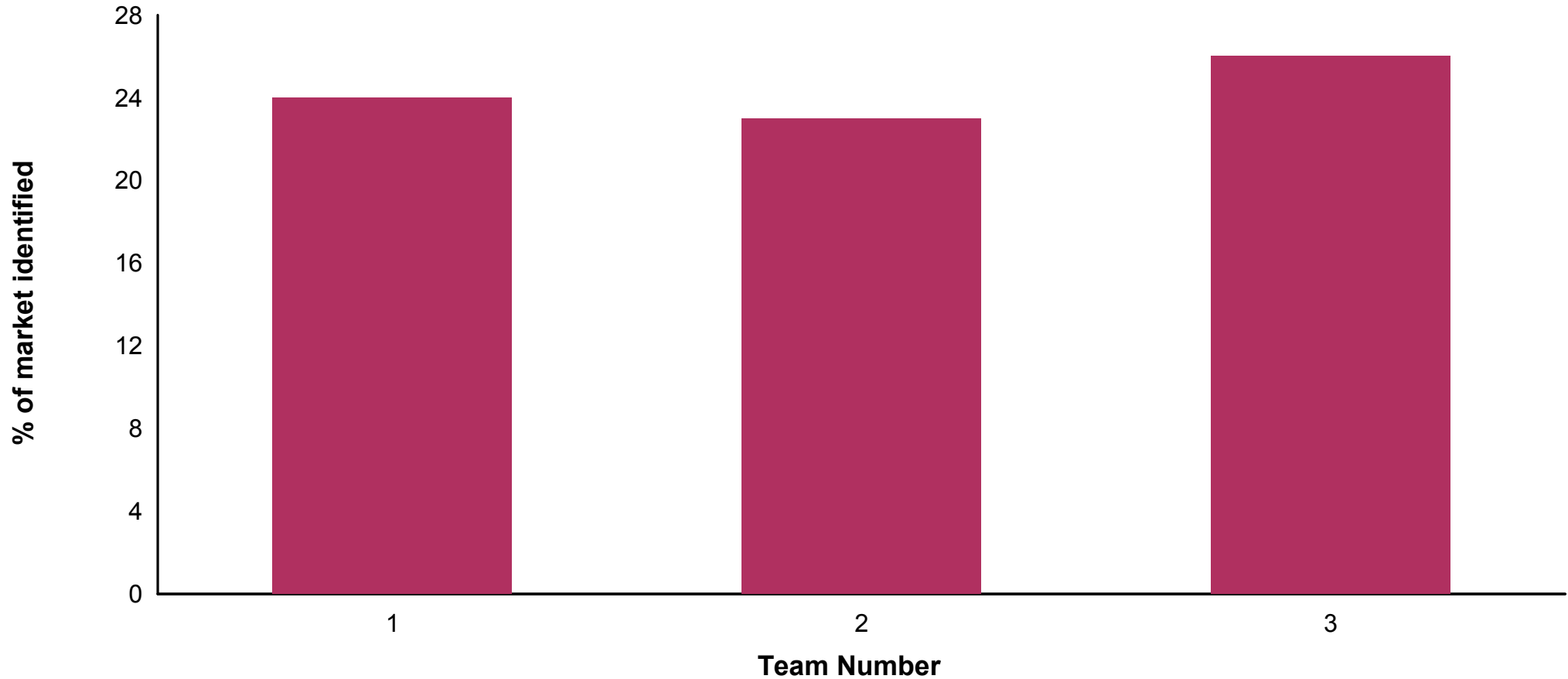
Forward workload needs to be profitable, and the forward margin measures this.

# DURING TIME IN CHARGE

## IDENTIFYING NEW WORK

Market share is increased by identifying new work in different sectors and locations  
(UK/Overseas)

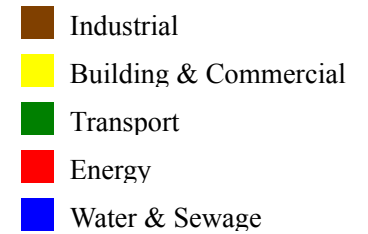
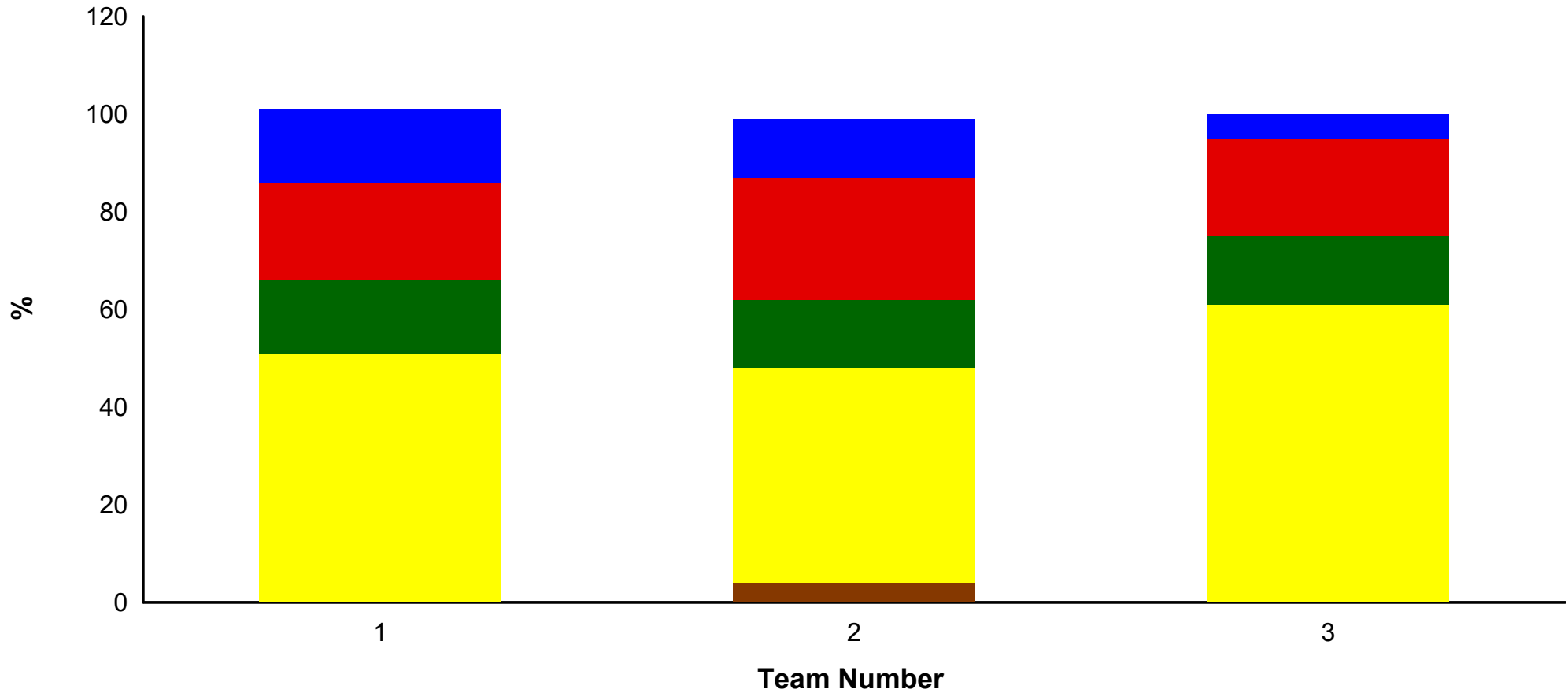
## MARKET SHARE (OVERALL)



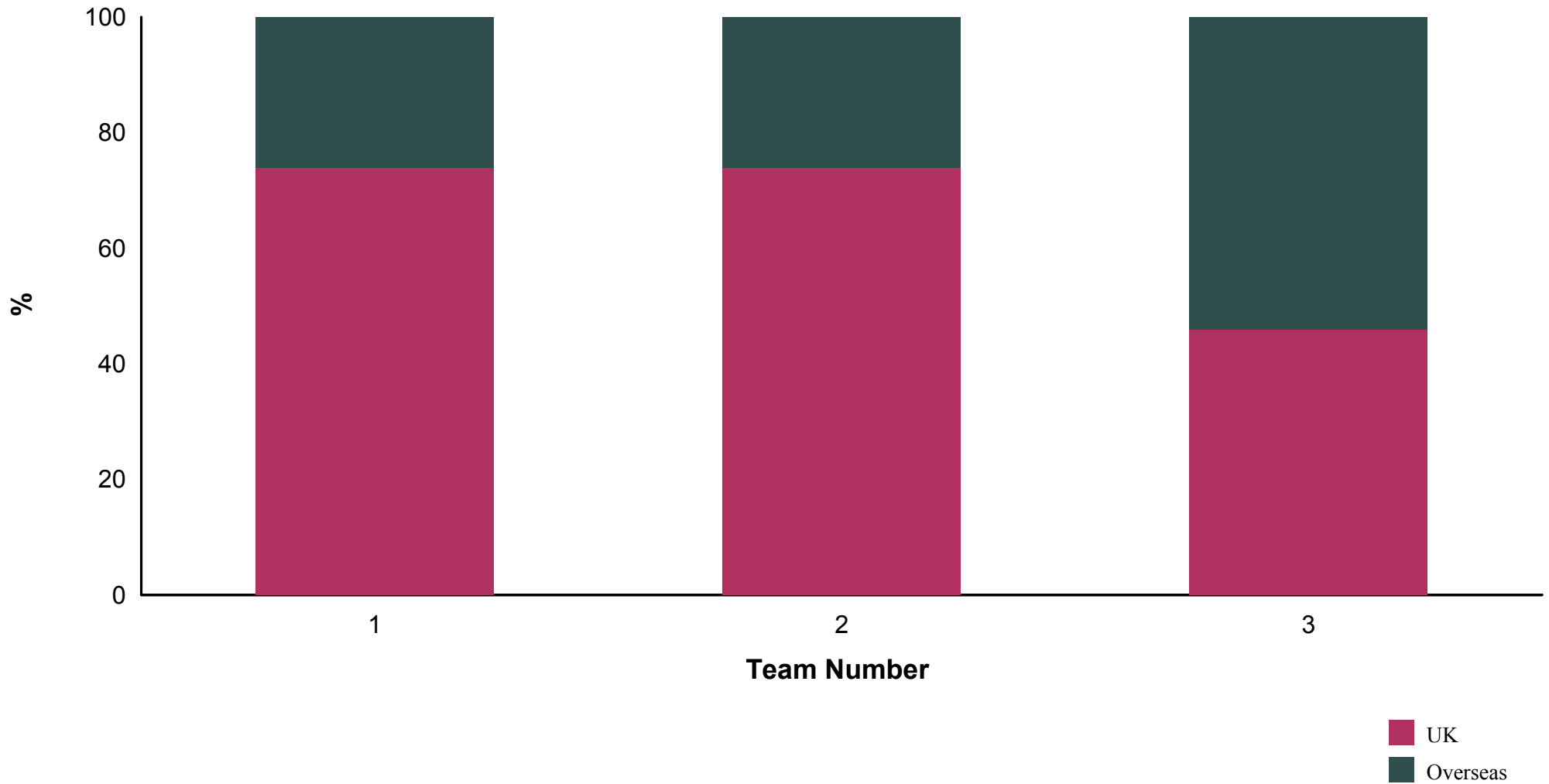
Developing an effective marketing strategy, and identifying new work in different sectors and locations (UK/Overseas) is critical to enable the business to grow by securing jobs through competitive bidding.



## MARKET SHARE SPLIT (BY SECTOR)



## MARKET SHARE SPLIT (BY LOCATION)

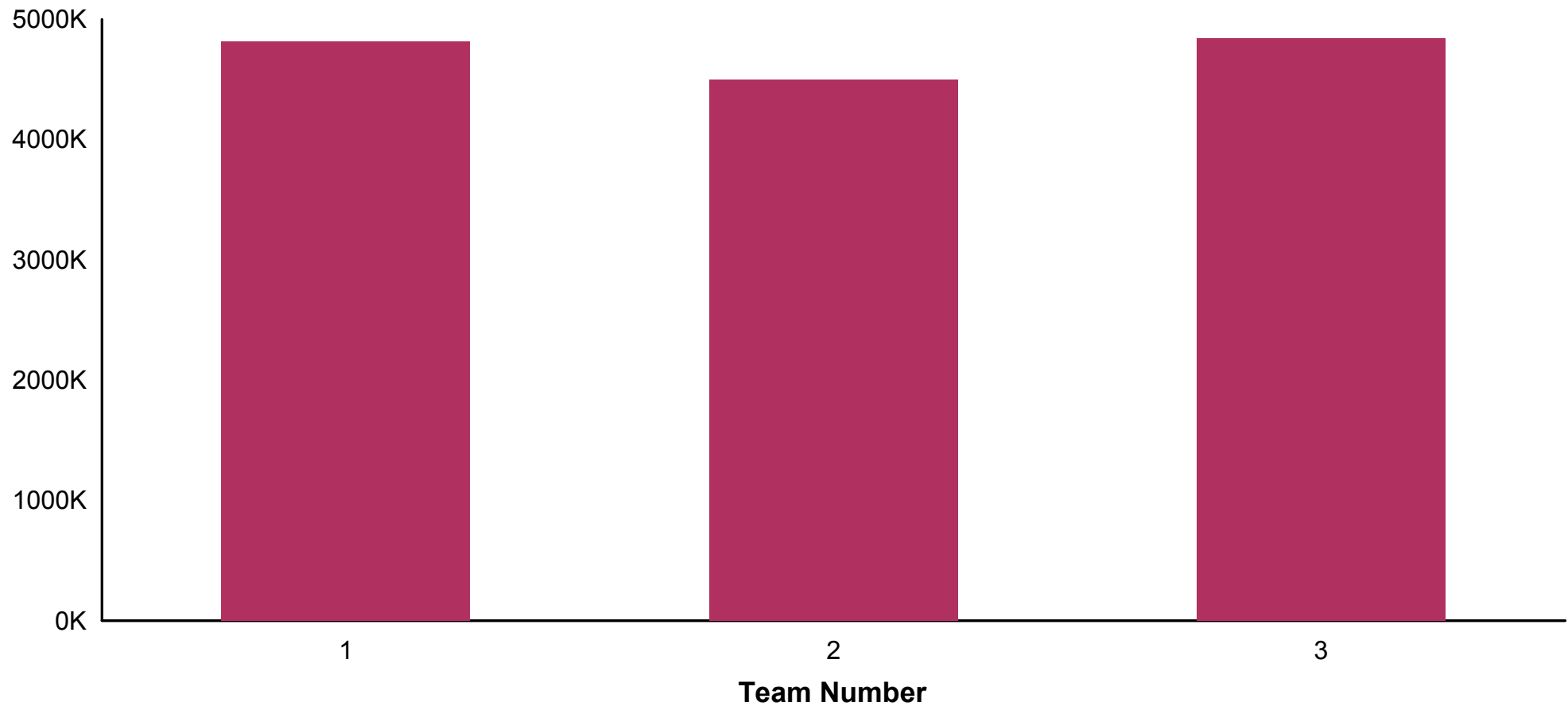


# DURING TIME IN CHARGE

## EXPANDING THE COMPANY INFRASTRUCTURE

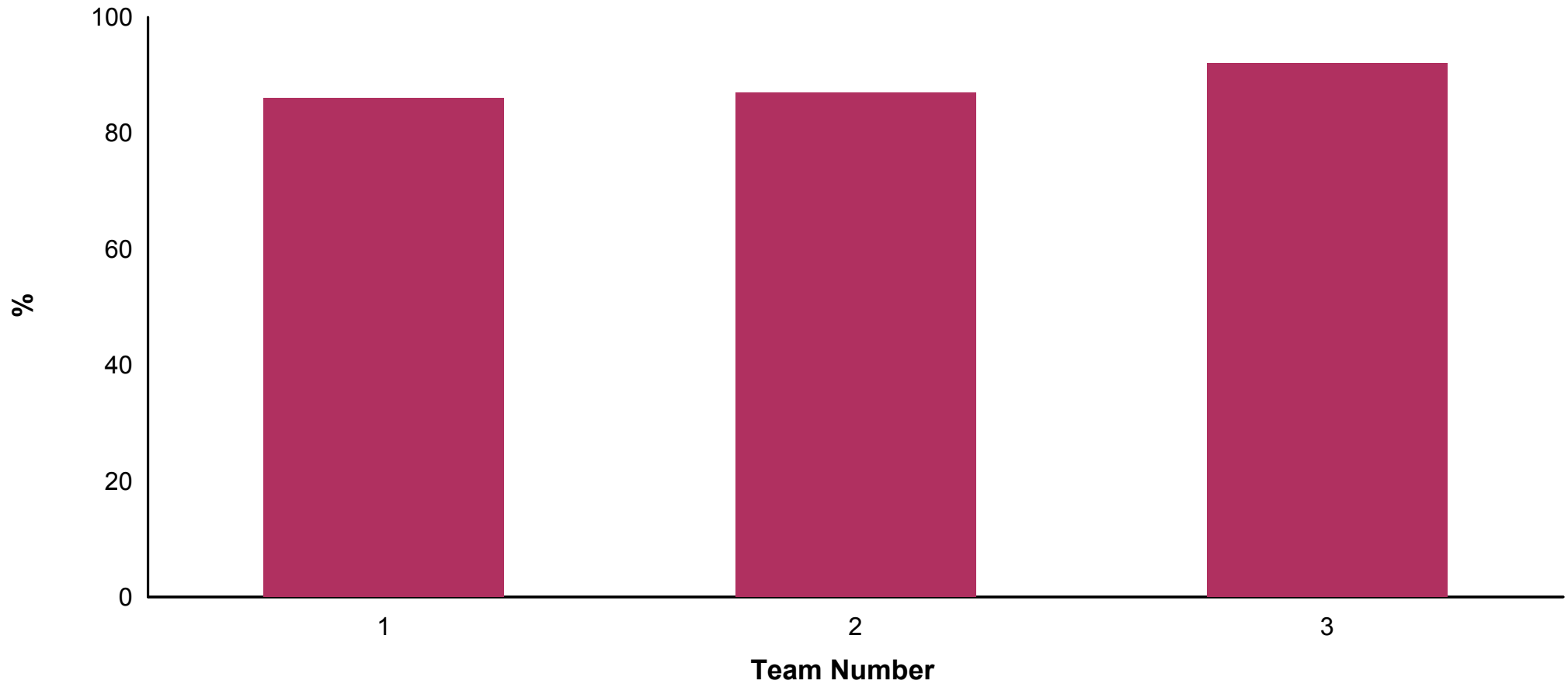
Having identified new work through the marketing decisions, the amount of new work that could be potentially won depends upon the size of the company's infrastructure, or capital base.

## AVERAGE CAPITAL BASE SIZE EACH PERIOD



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

## CAPITAL EMPLOYED



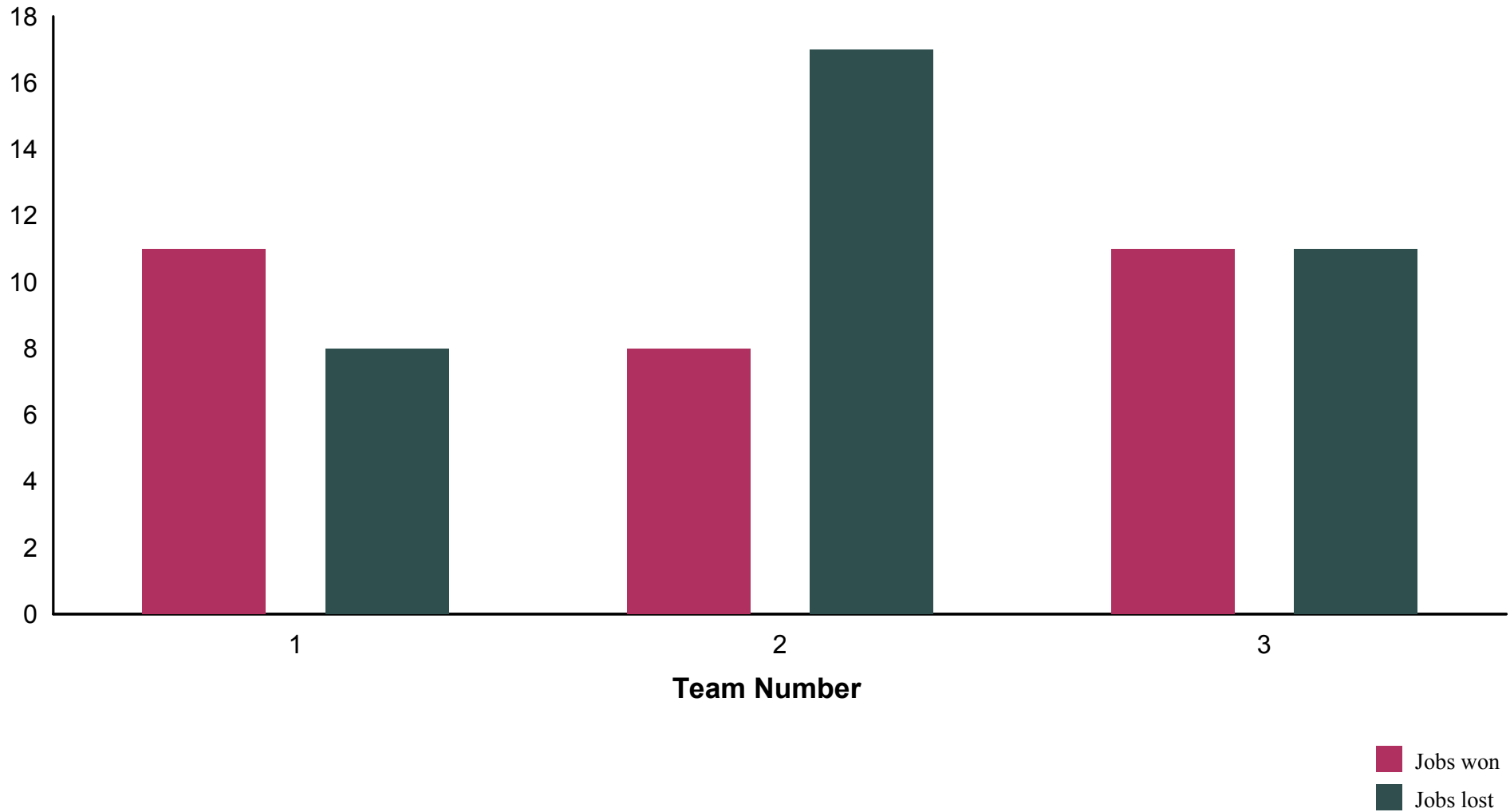
The Capital Employed measures how much of the company's capital base (infrastructure) is being utilised through winning new work.

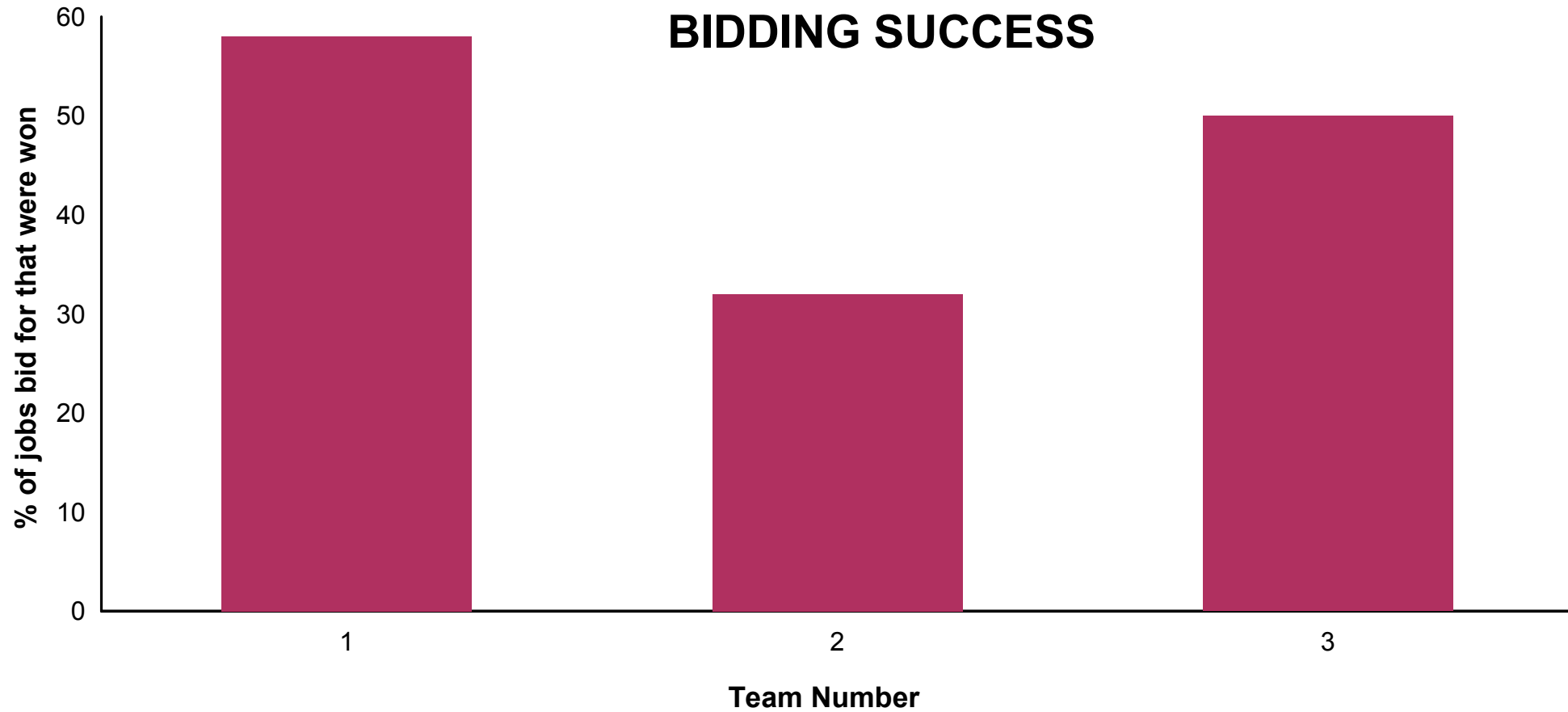
# DURING TIME IN CHARGE

## WINNING NEW WORK

To grow the business it is essential that the company is able to win new work in a competitive bidding environment

## JOBS WON AND LOST



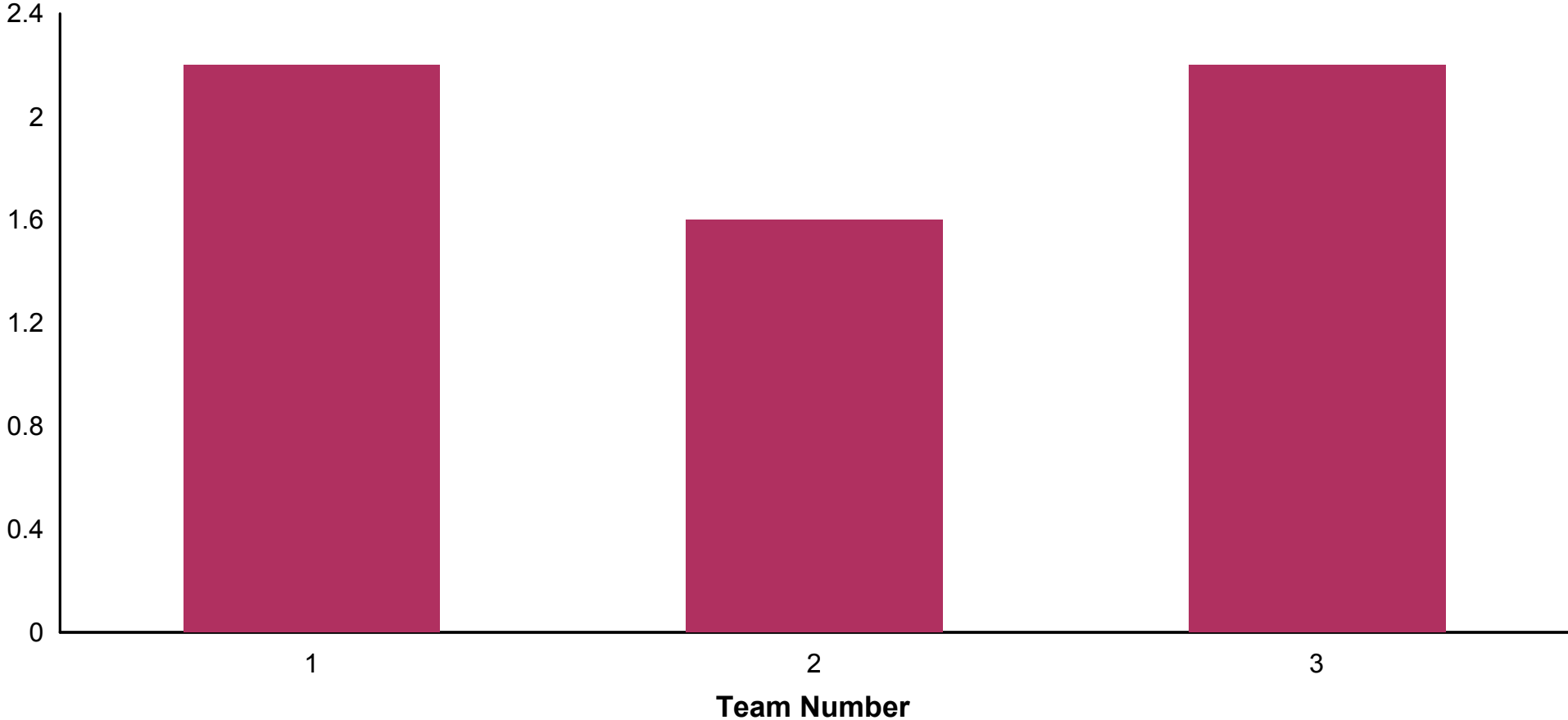


Every job that is bid for incurs a bidding cost putting the tender together, which increases overhead costs.

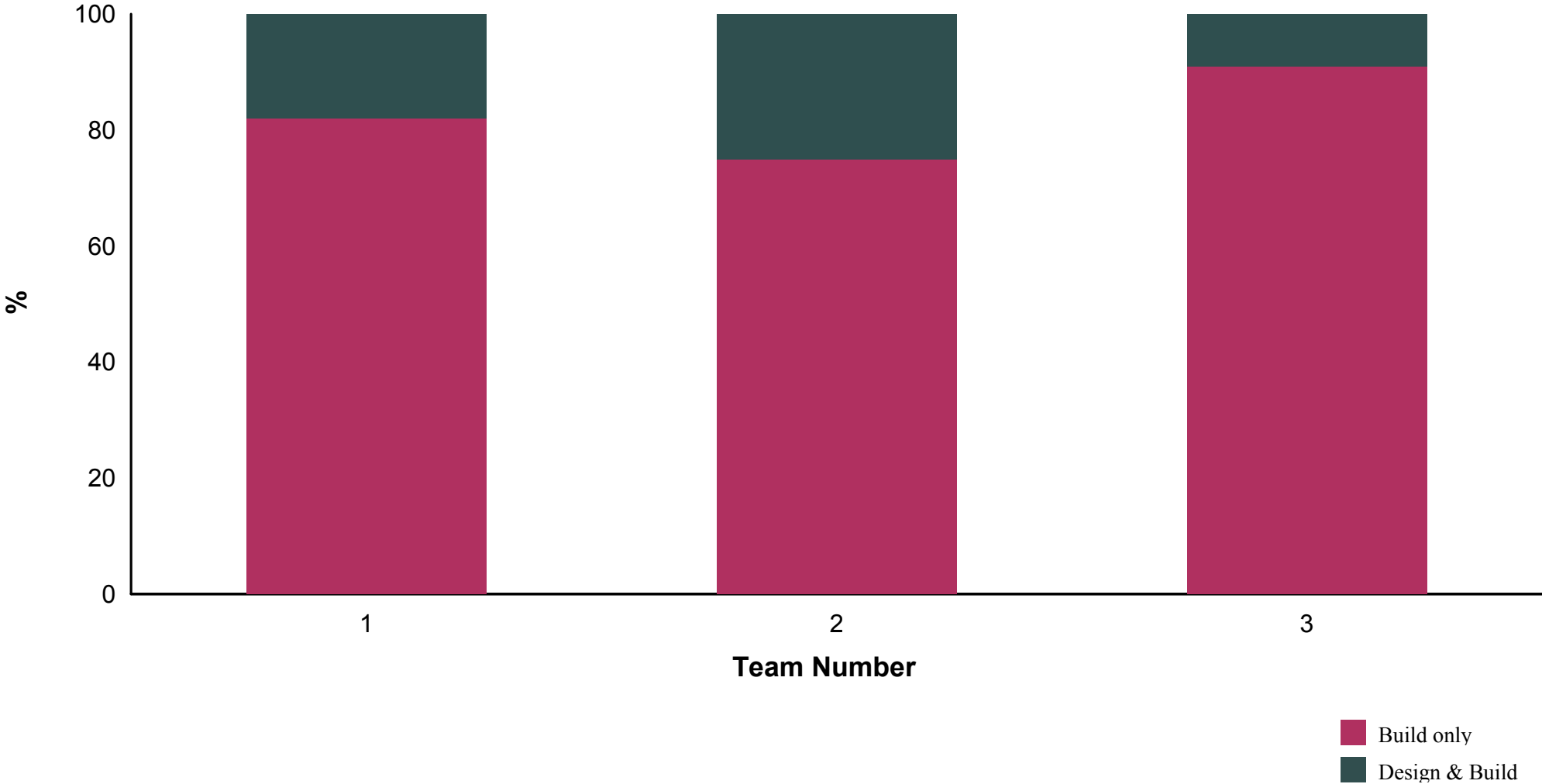
High bidding success keeps bidding costs to a minimum.



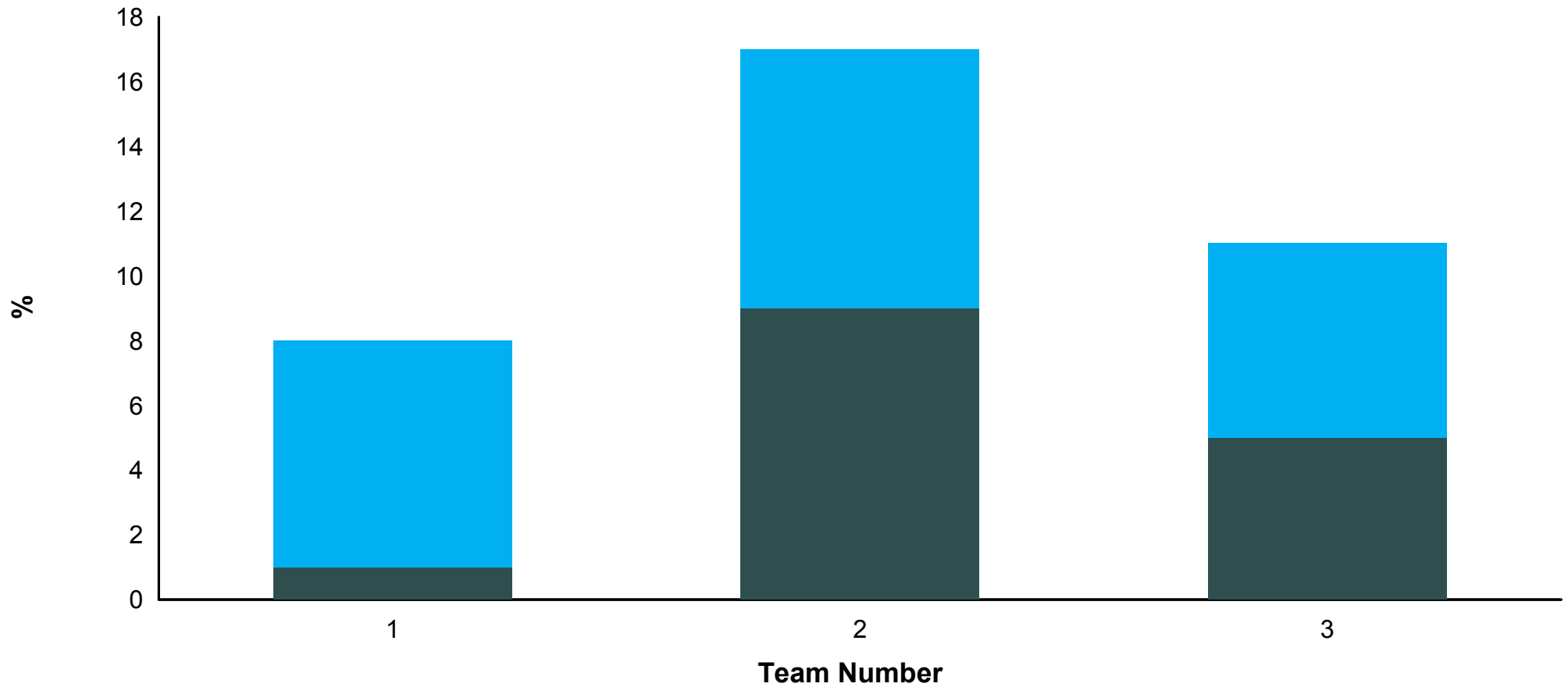
# AVERAGE NUMBER OF JOBS WON EACH PERIOD



# TYPE OF JOBS WON

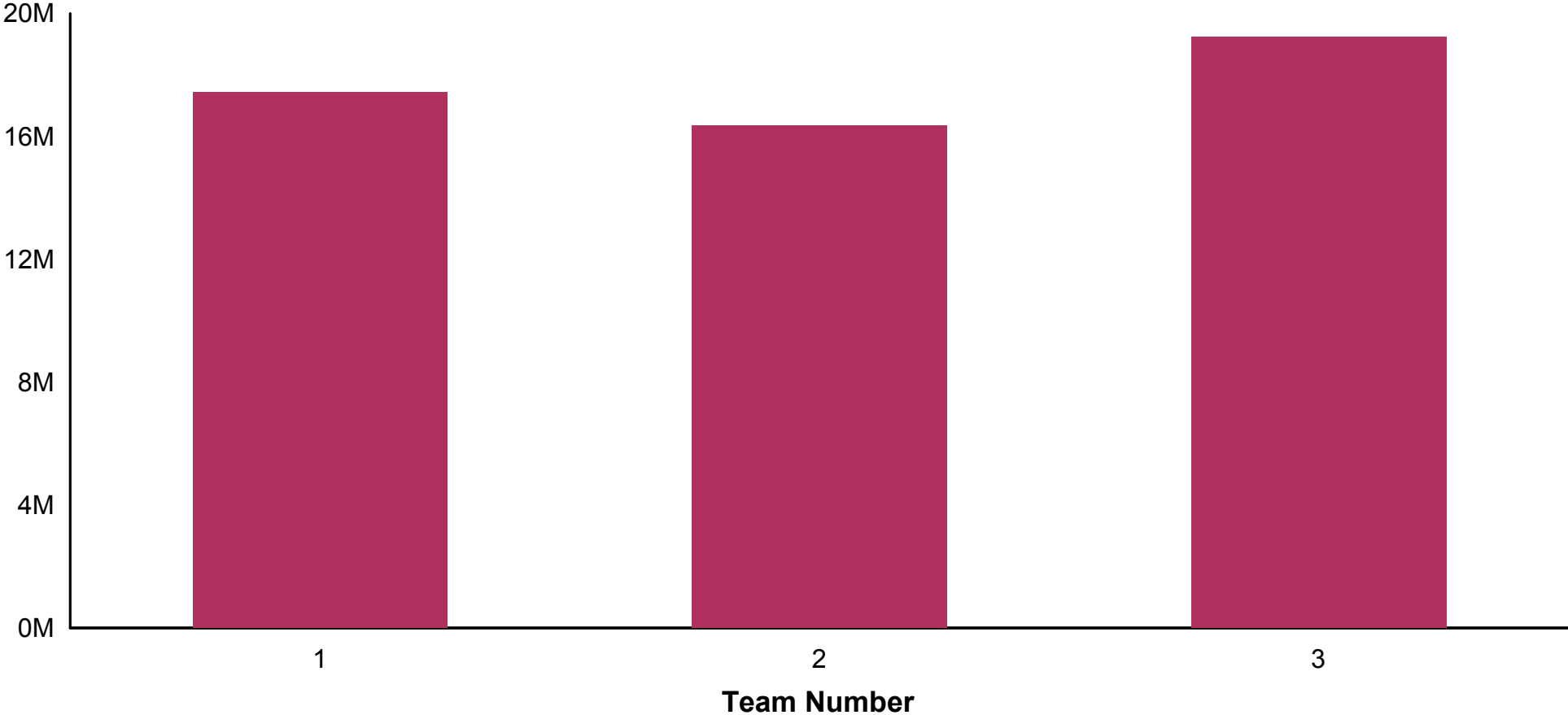


## REASON FOR JOB LOSS

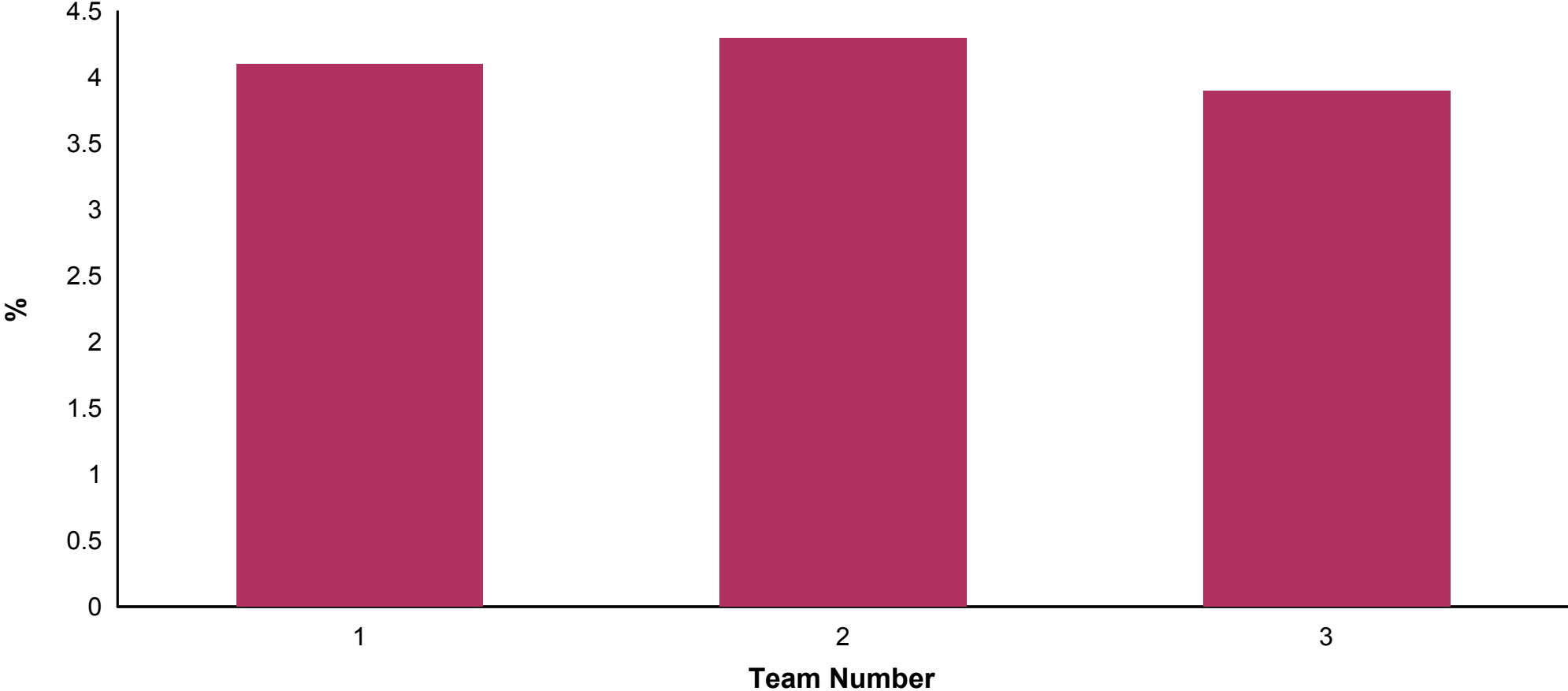


- Too many jobs in progress
- Capital base workload limitation
- Bid too low
- Bid too high

# AVERAGE VALUE OF WORK WON EACH PERIOD



# MARGIN IN WORK WON

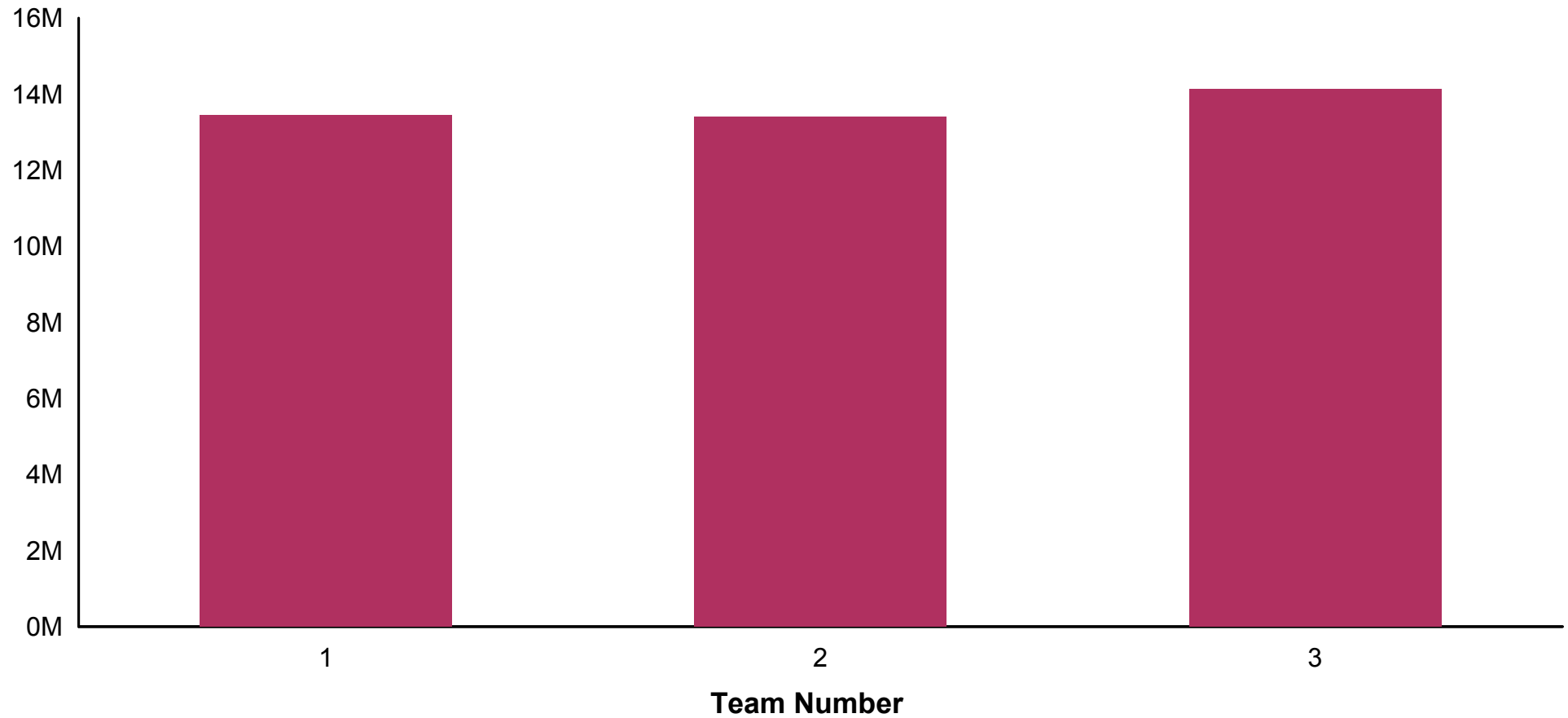


# DURING TIME IN CHARGE

## TURNOVER

If the company is able to win more new work, this should be reflected in an increase in the turnover, or the amount of work progressed.

## AVERAGE TURNOVER EACH PERIOD



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

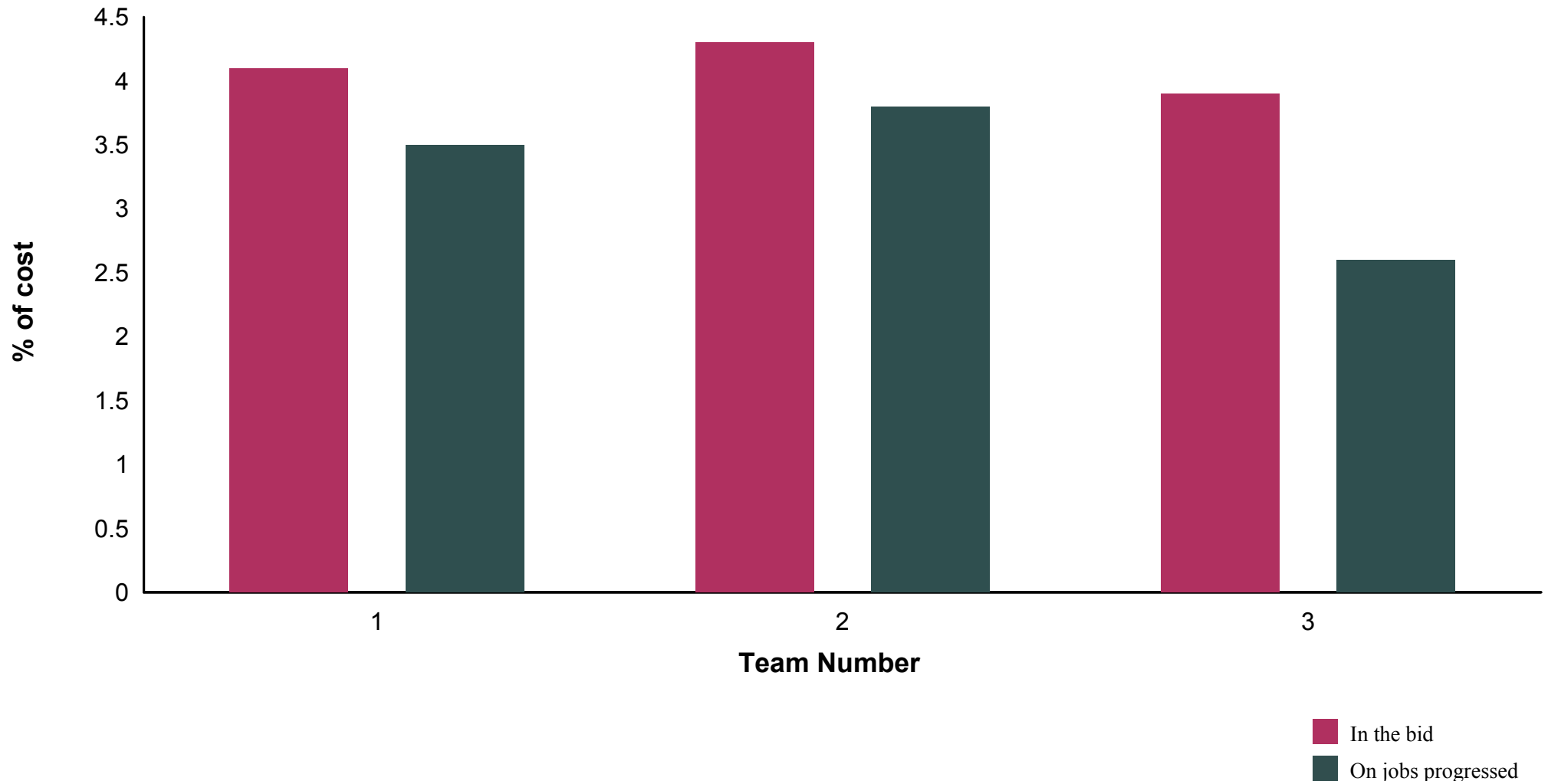
# DURING TIME IN CHARGE

## JOB PROFIT

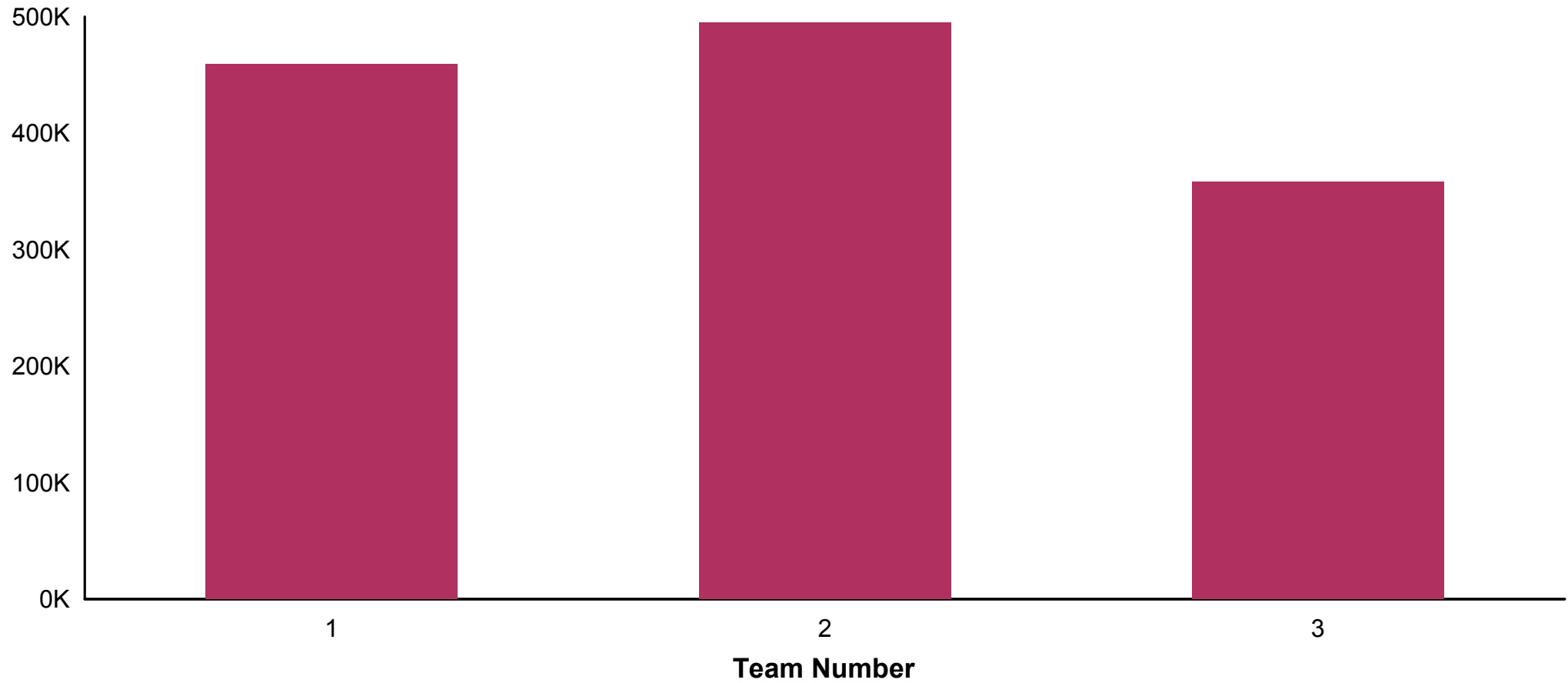
Turnover is required to grow the business, but managing jobs in progress as profitably as possible is the key to improving the value of the business.

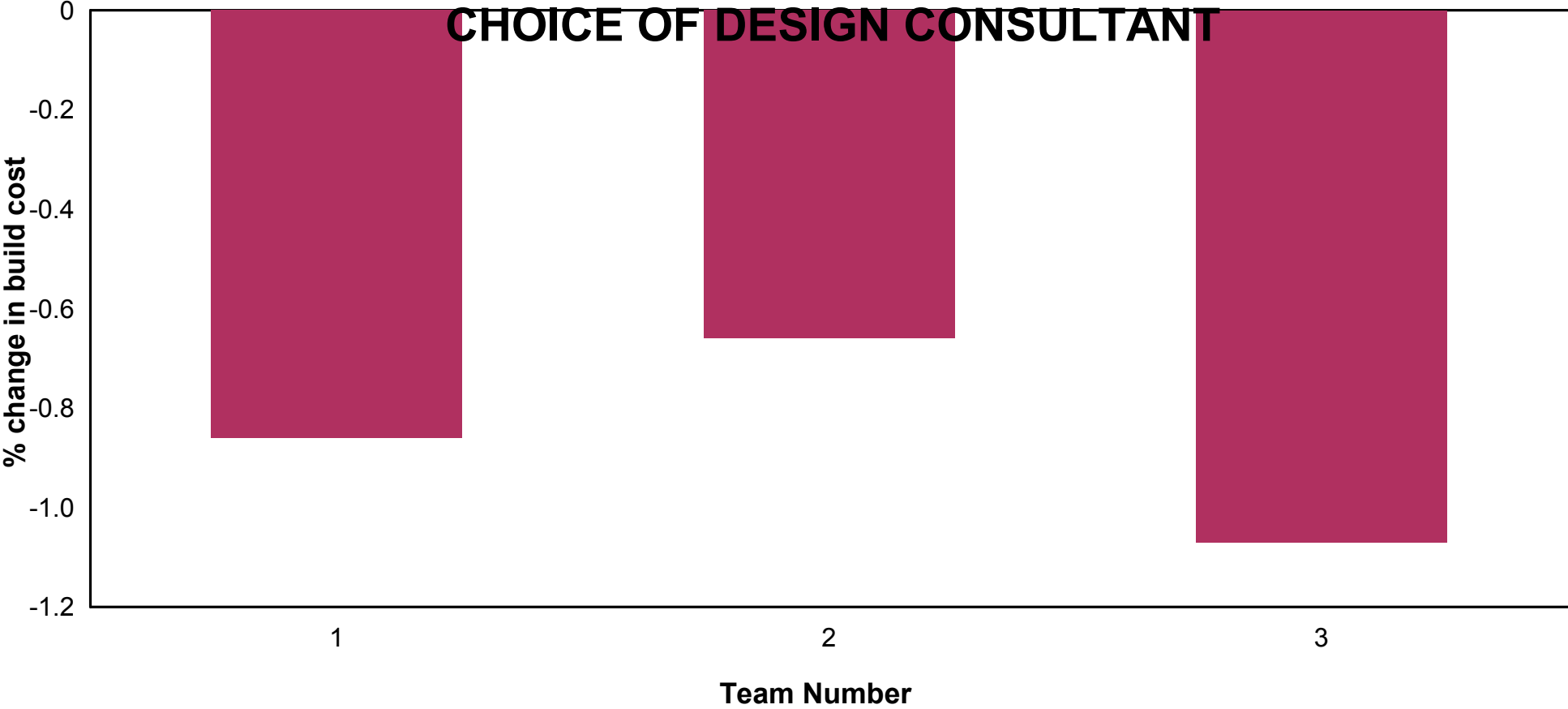


## MARGINS



## AVERAGE AMOUNT OF JOB PROFIT EACH PERIOD

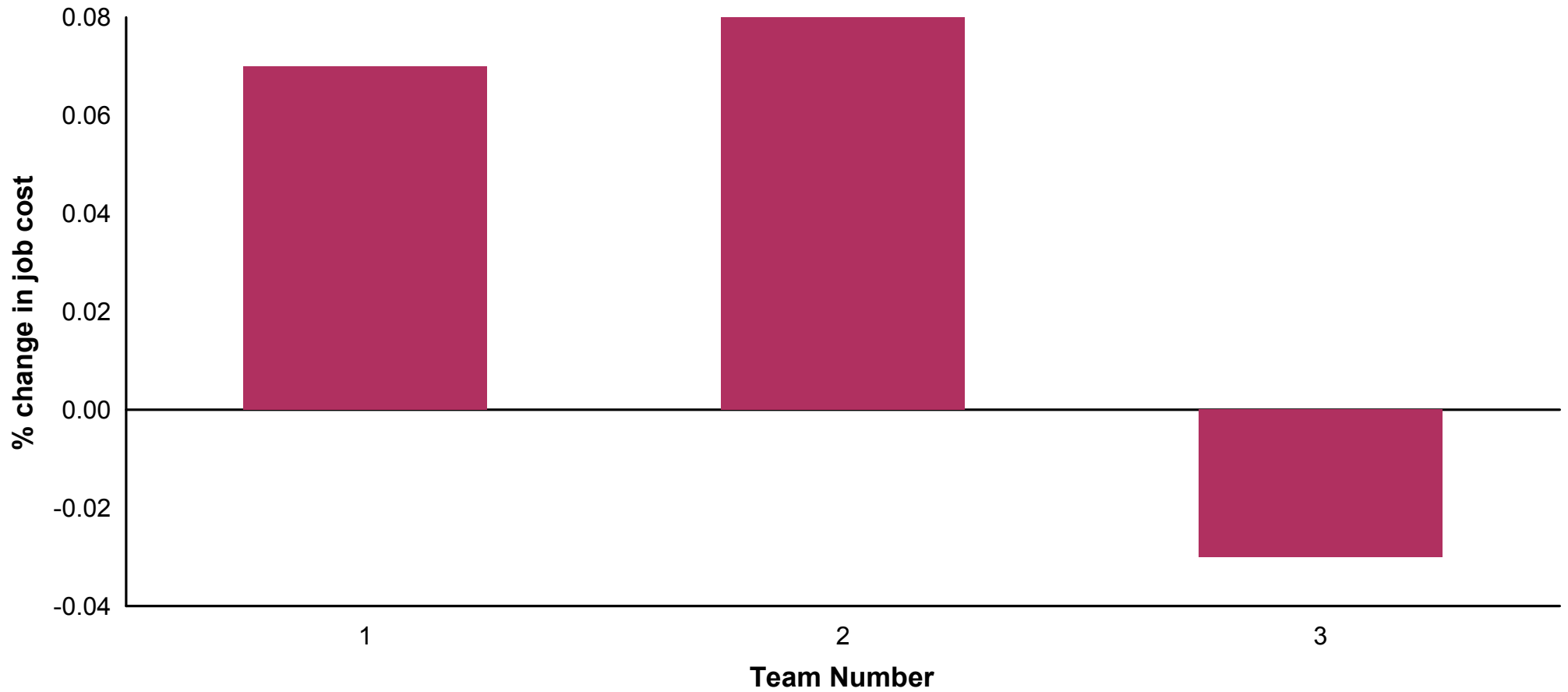




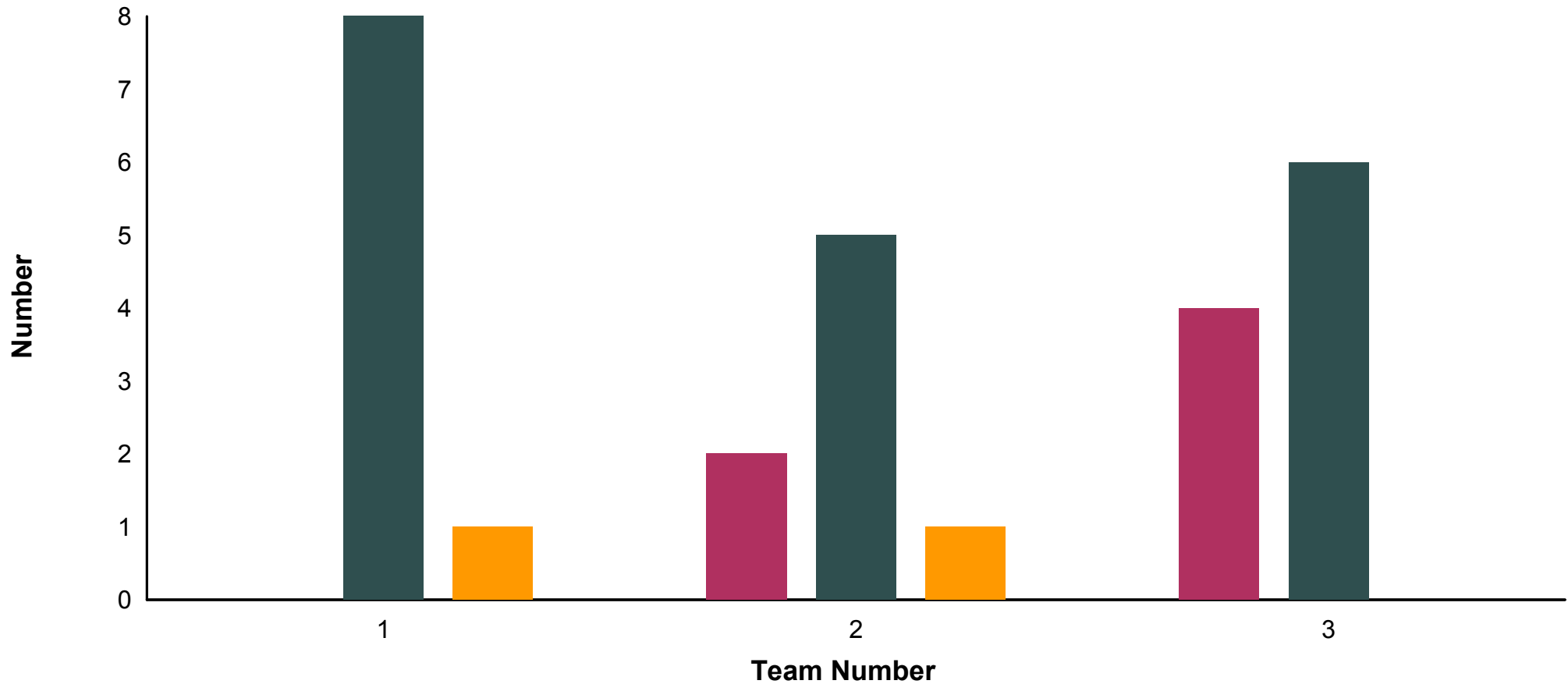
The choice of design consultant for Design and Build jobs can have a significant impact on the build costs.

Consultants with appropriate expertise and BIM experience produce designs that reduce the expected build cost when a job is progressed, which improves the profit margin on the job.

## IMPACT OF WORLD EVENTS



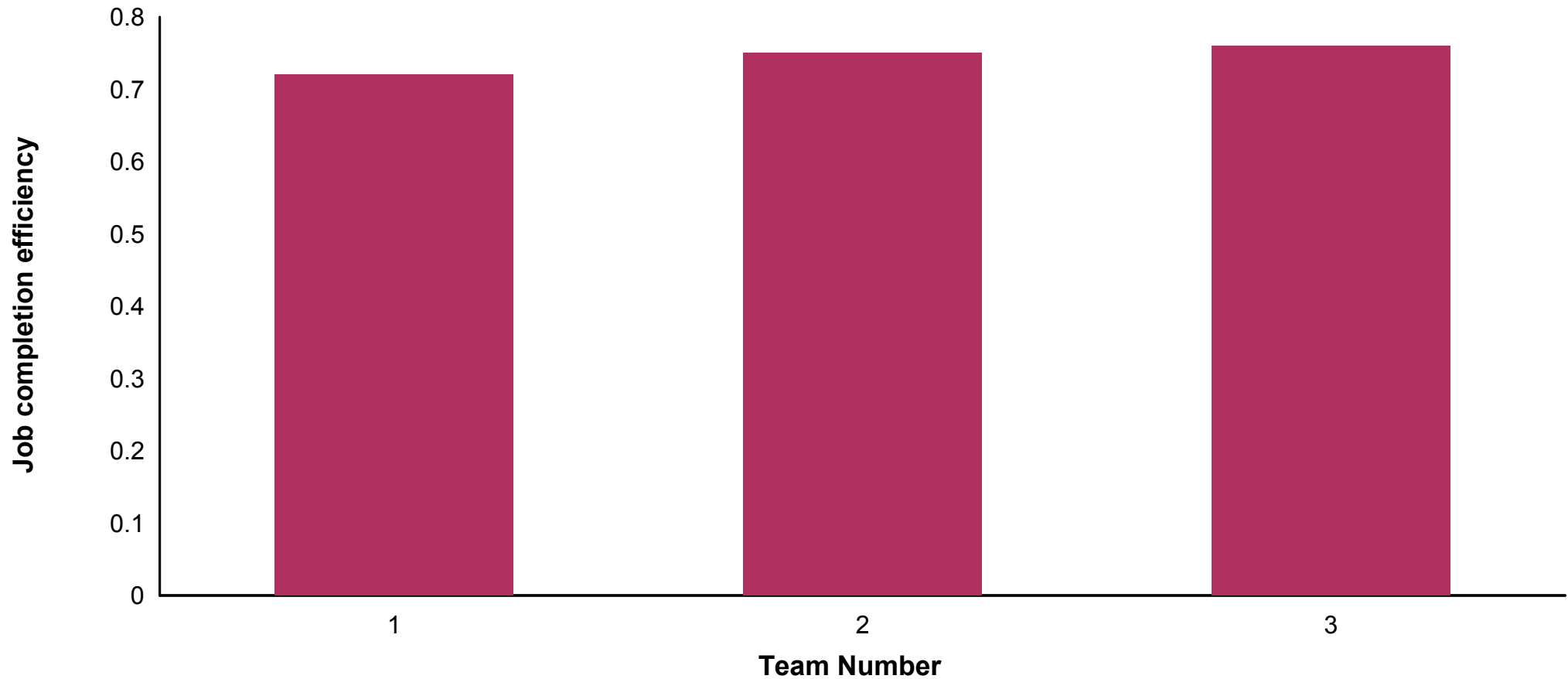
## JOB COMPLETION



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.



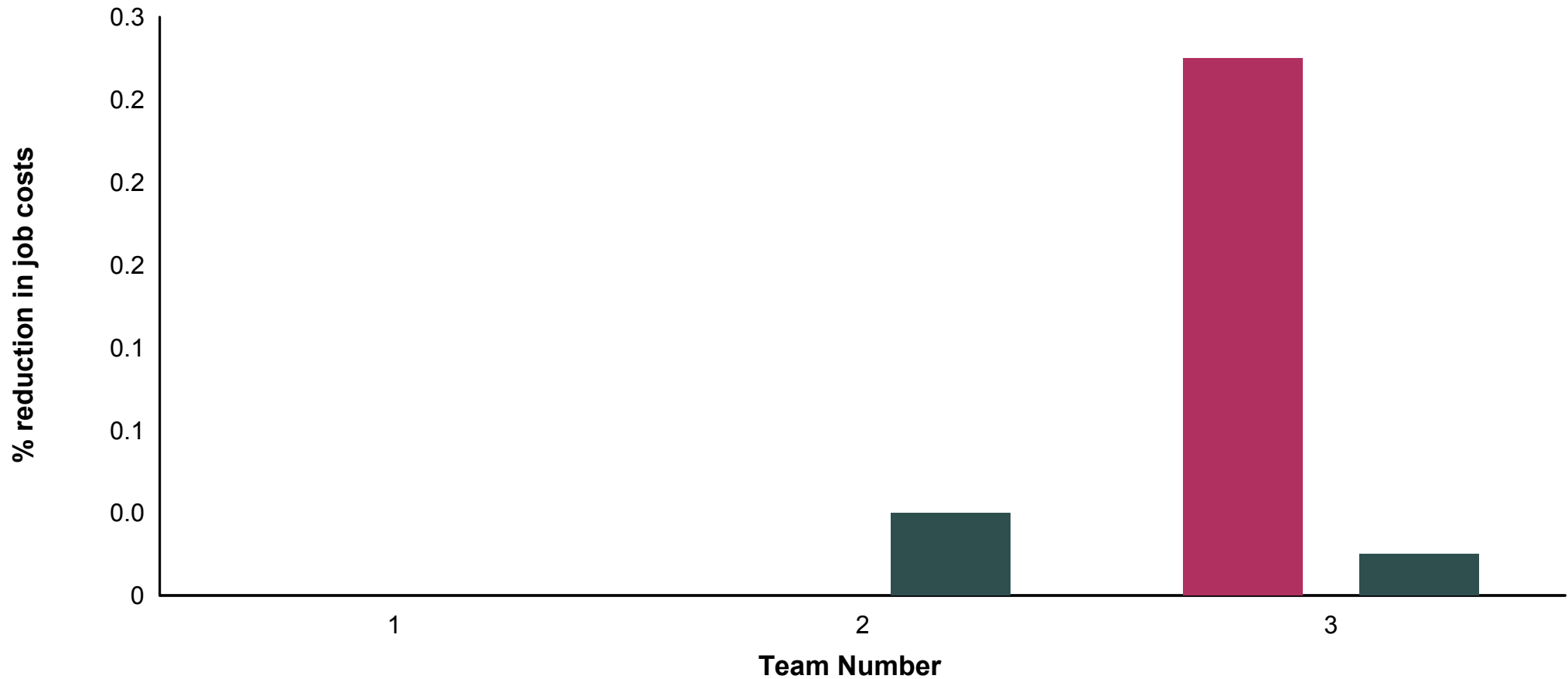
## LABOUR MANAGEMENT



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.

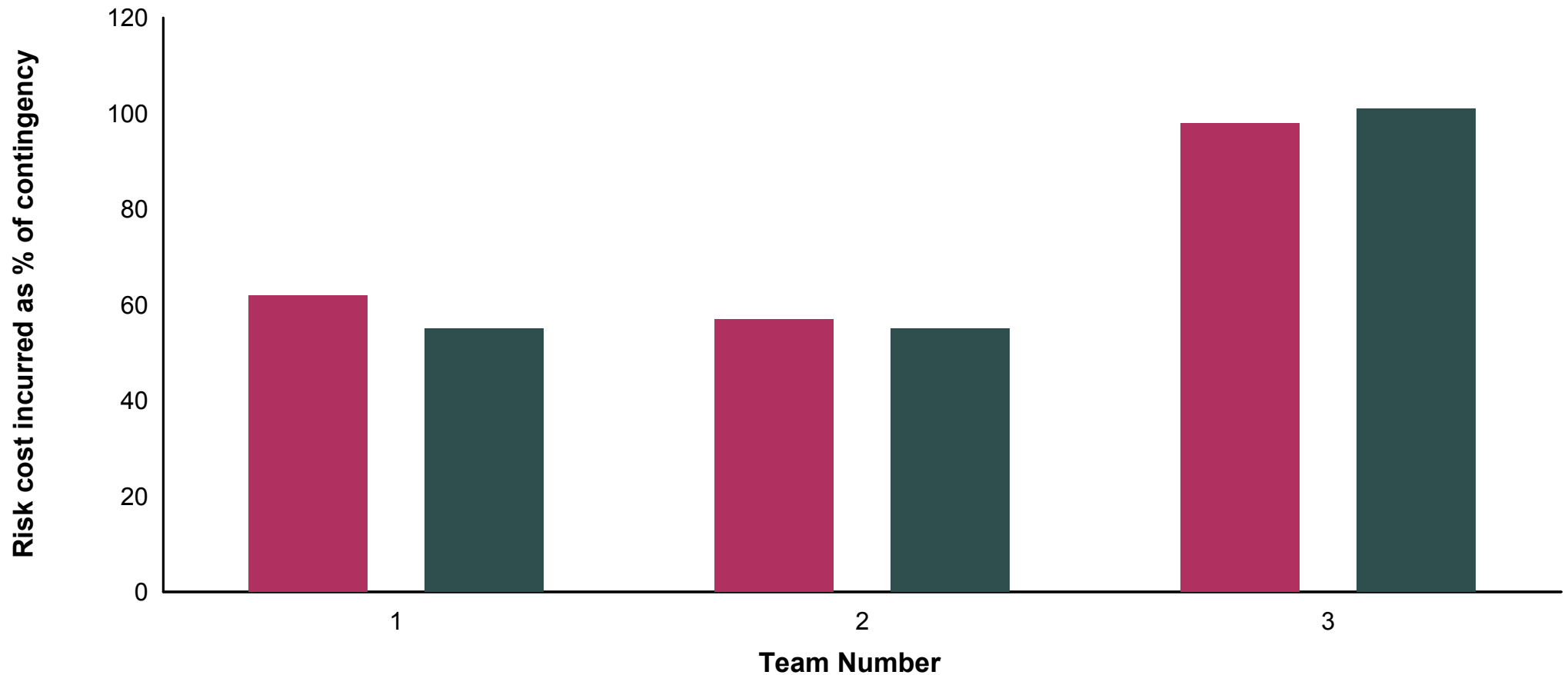
## TARGETED INVESTMENTS



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

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

## RISK MANAGEMENT

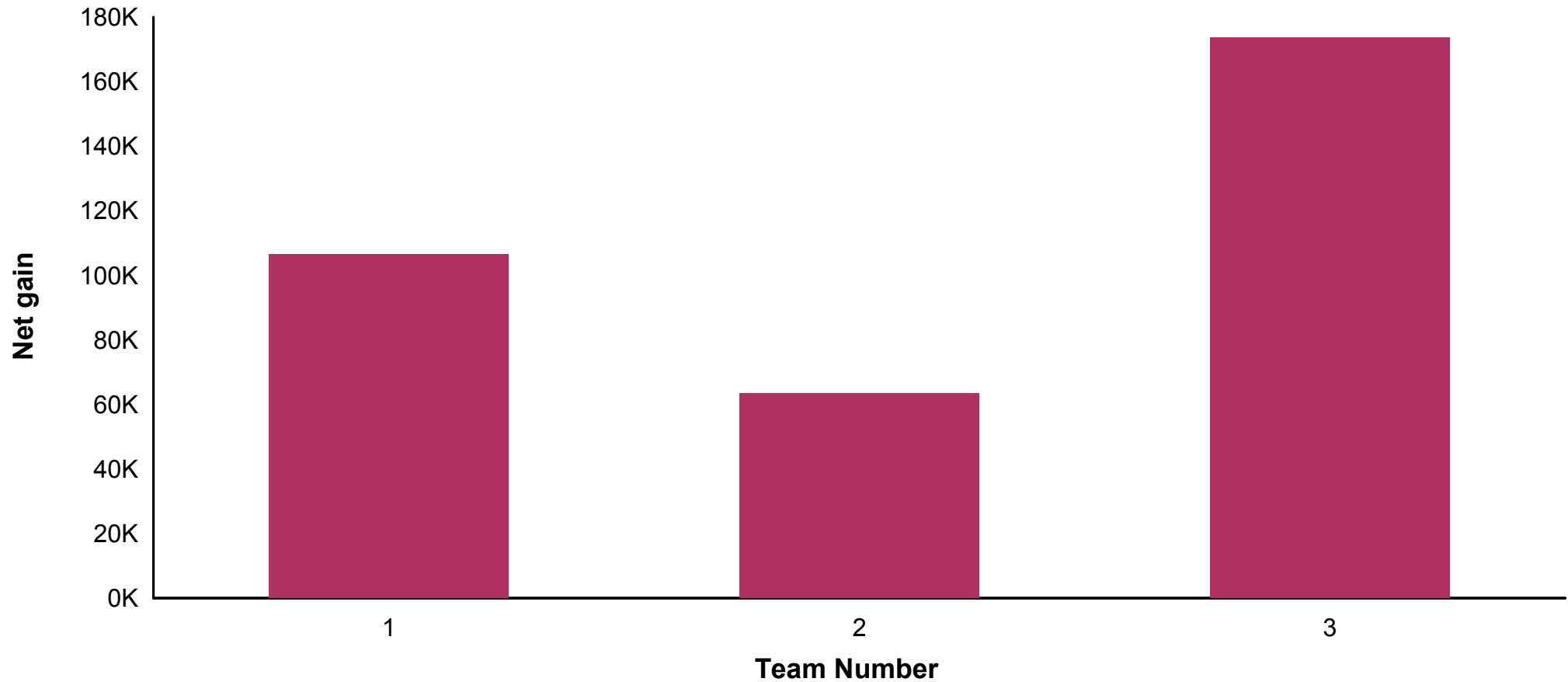


An effective risk management policy is crucial to keeping projects as profitable as possible.

■ Before mitigating actions  
■ After mitigating actions

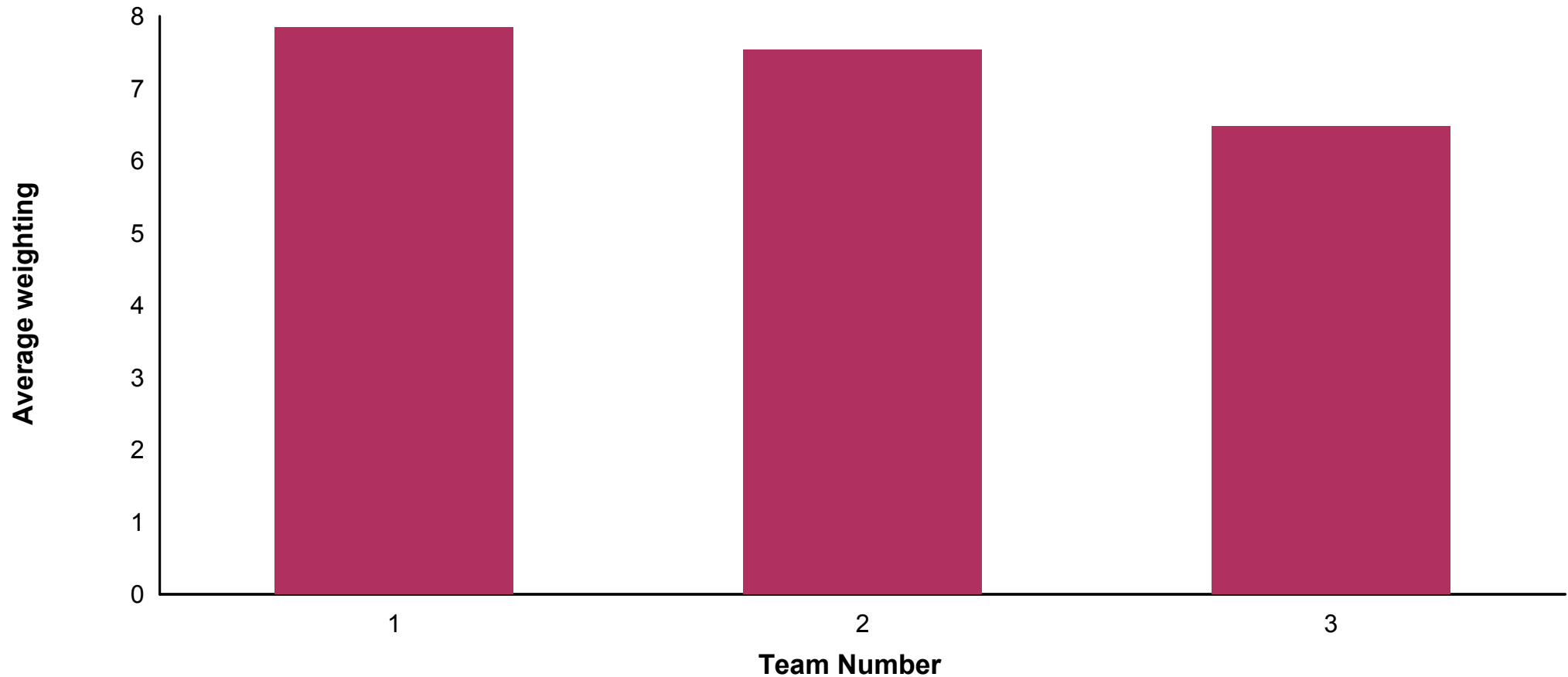


## PROJECT MANAGER (BONUS AFFECT)



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).

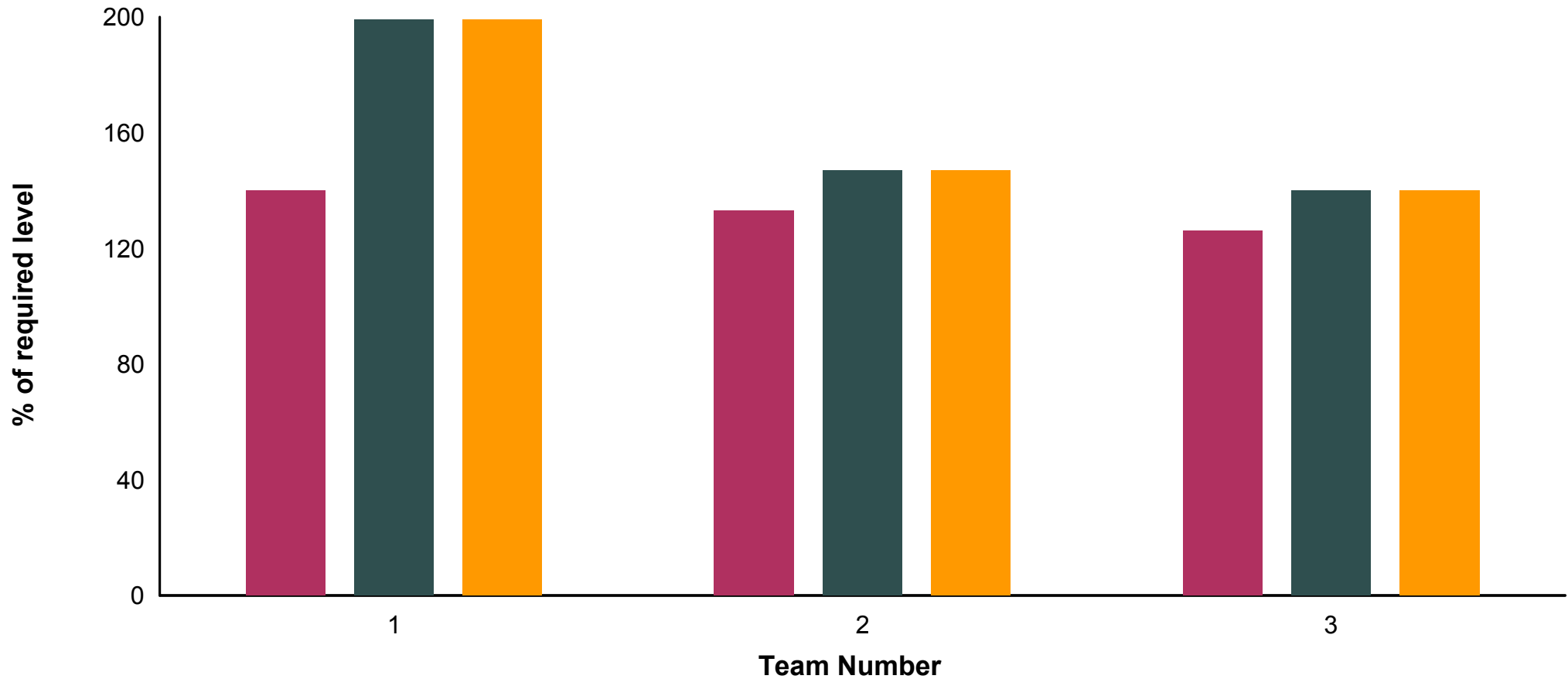
## PROJECT MANAGER (PERFORMANCE)



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).

## OVERHEAD STAFFING

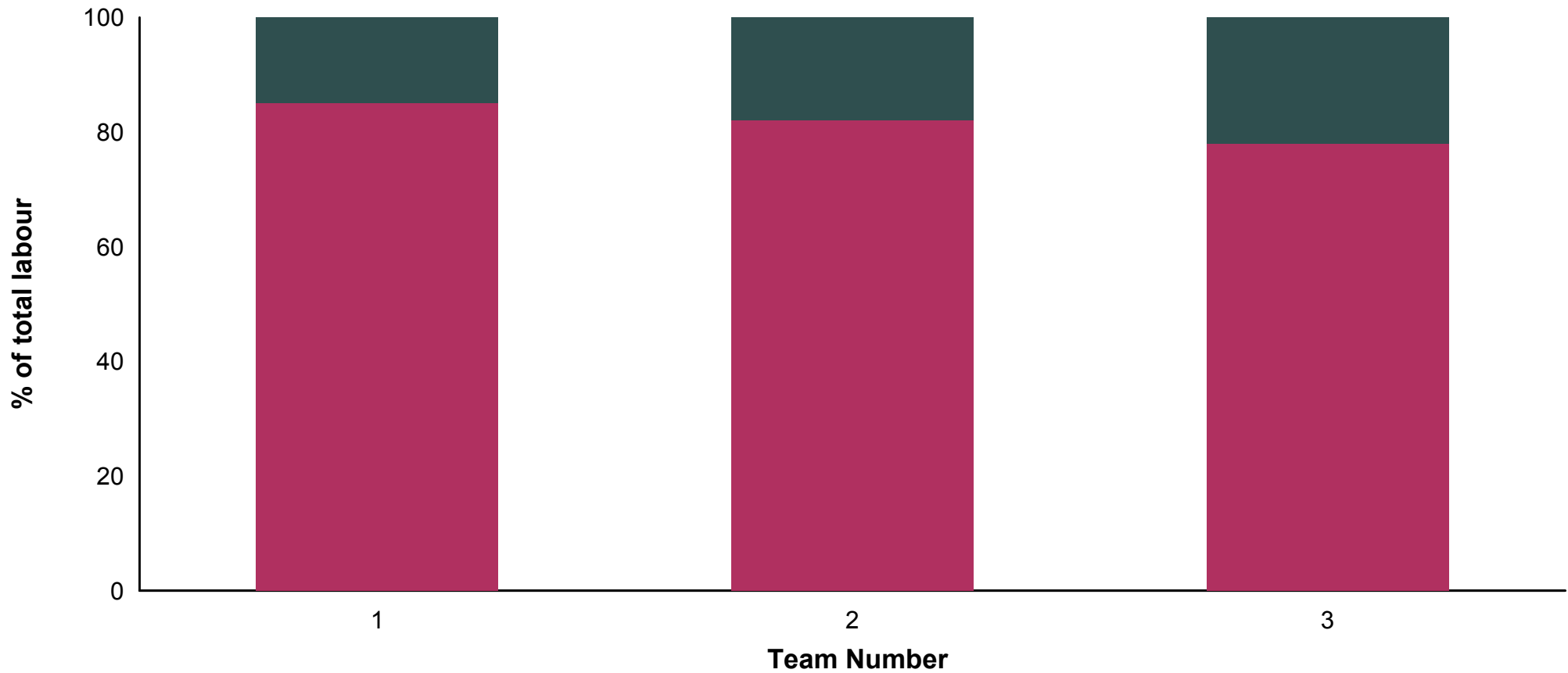


Efficient overhead management has a significant impact on operating profitability.

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

## LABOUR USAGE

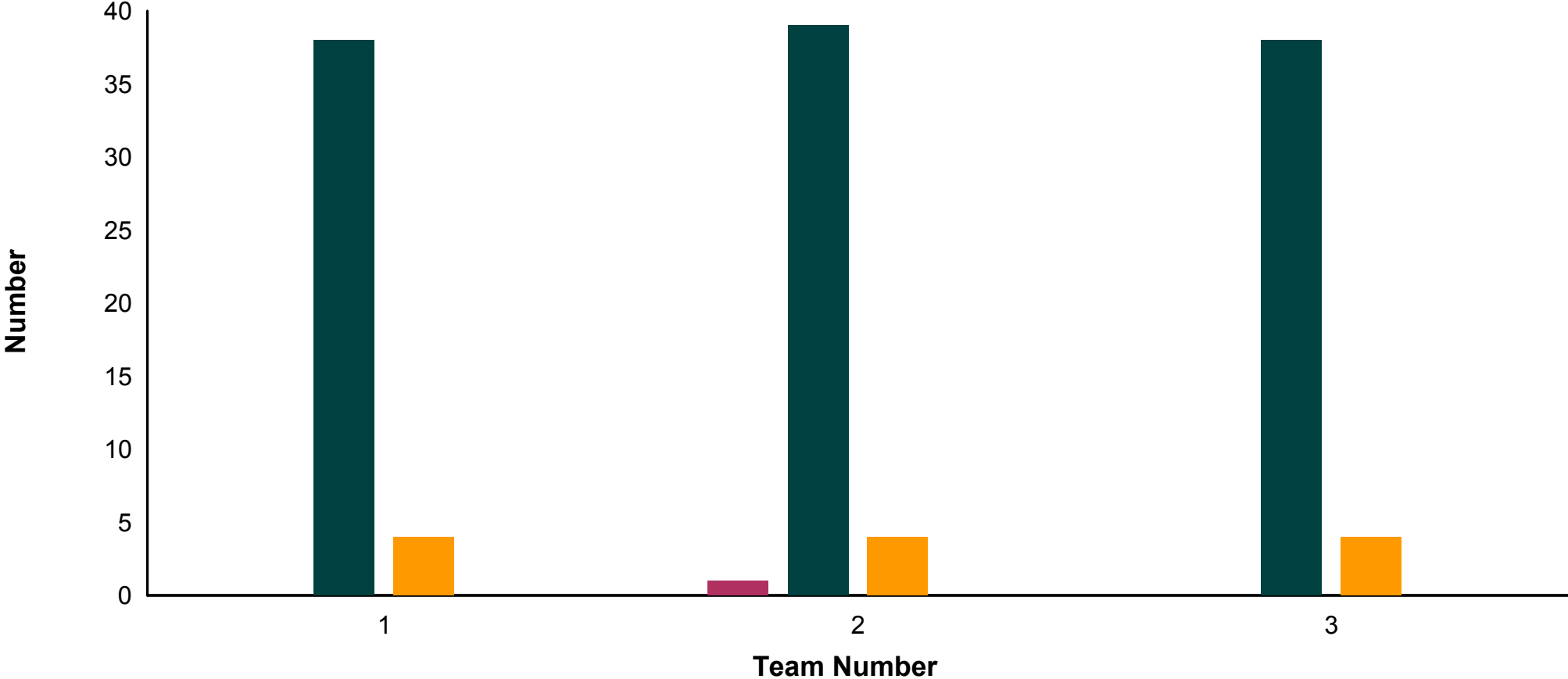


Subcontractor costs vary from country to country.

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

Own labour  
Subcontract labour

# CLIENT RELATIONSHIPS



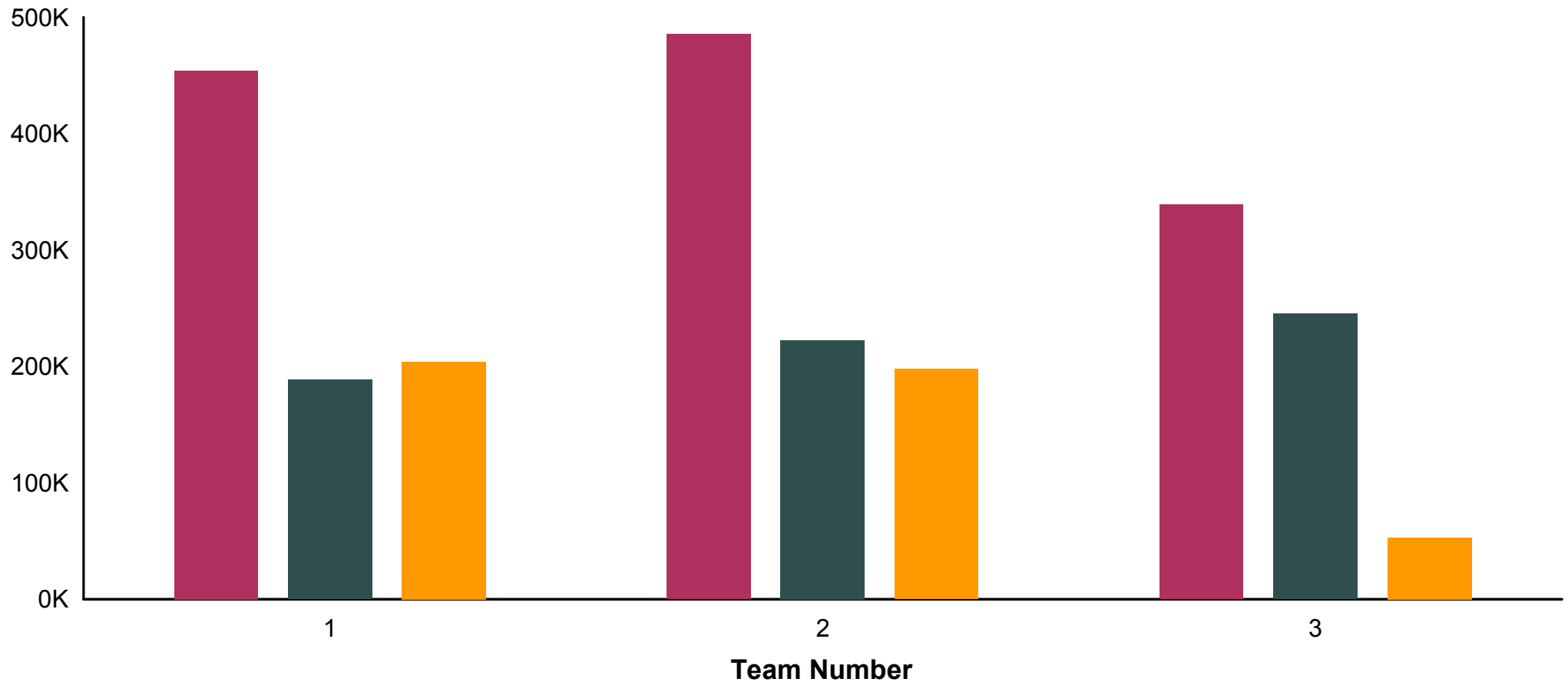
Building strong client relationships can be crucial in securing new work.

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

# DURING TIME IN CHARGE

## CHANGE IN COMPANY VALUE

## AVERAGE COMPANY PROFITS AND COSTS EACH PERIOD

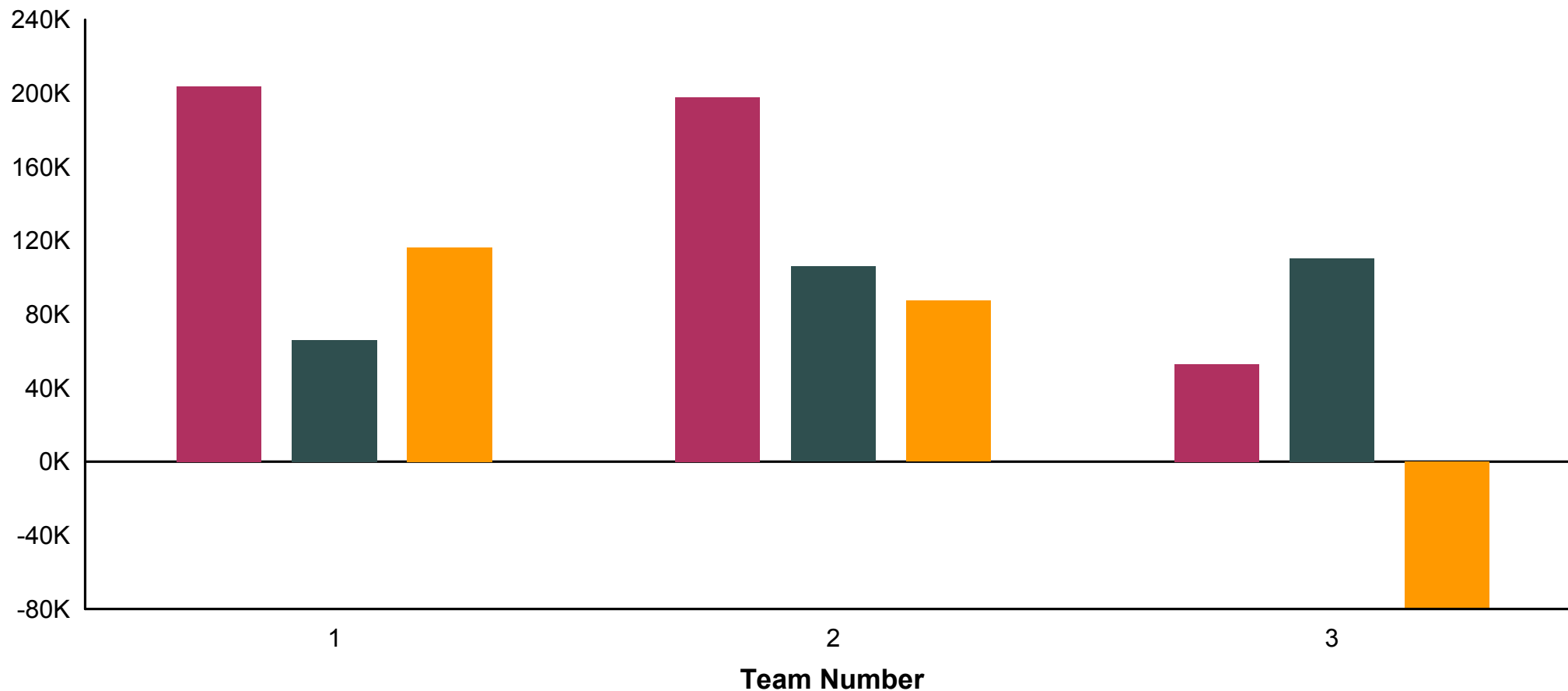


Ultimately the Operating profit improves the value of the business, going straight into the Cash Account.

$$\text{OPERATING PROFIT} = \text{GROSS PROFIT} - \text{OVERHEAD COSTS}$$

- Gross profit
- Overhead costs
- Operating profit

## CHANGE IN COMPANY VALUE EACH PERIOD



The value of the company is reduced by paying dividends to shareholders.

So long as the dividend payments are offset by higher operating profit, the value of the business will continue to rise.

- Operating profit
- Dividend paid
- Change in company value