



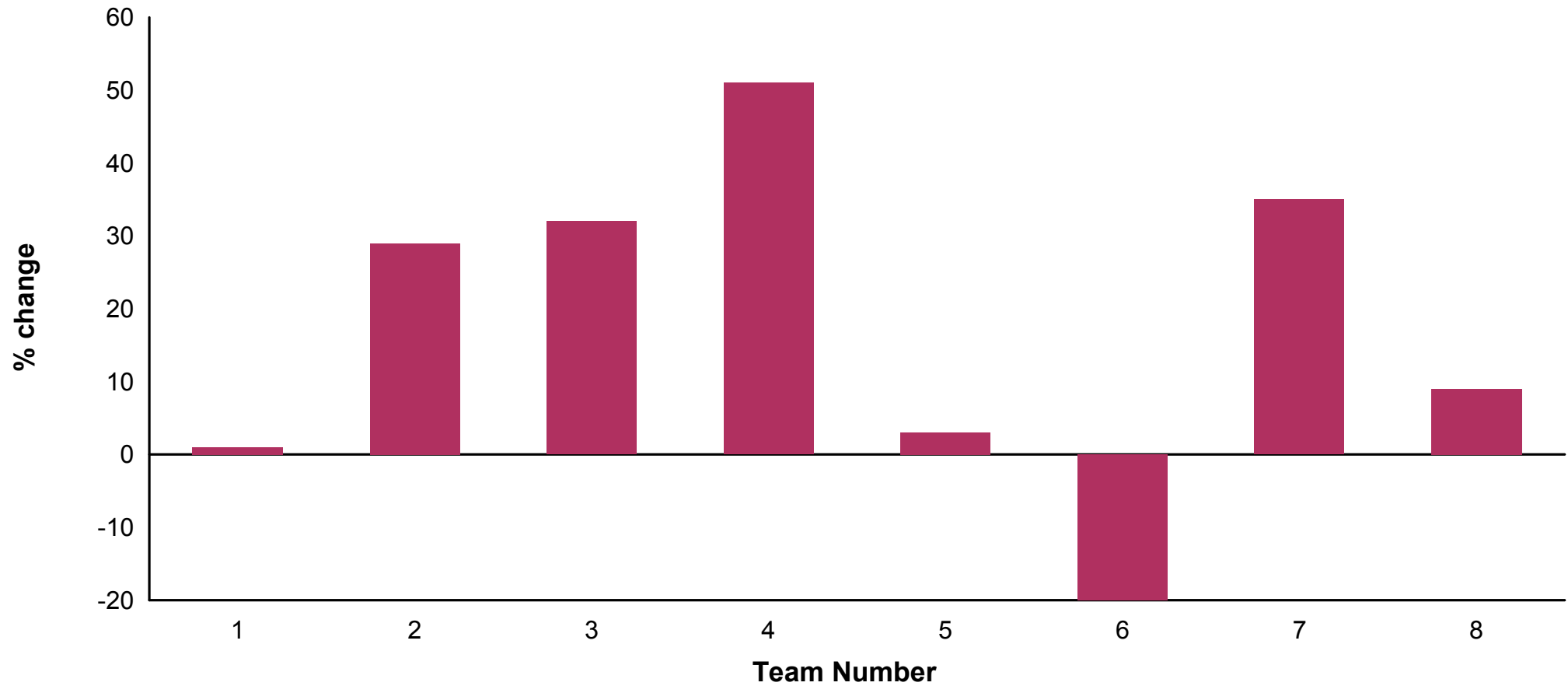
Balfour Beatty Competition 2019

COMPARATIVE ASSESSMENT OF TEAMS REPORT

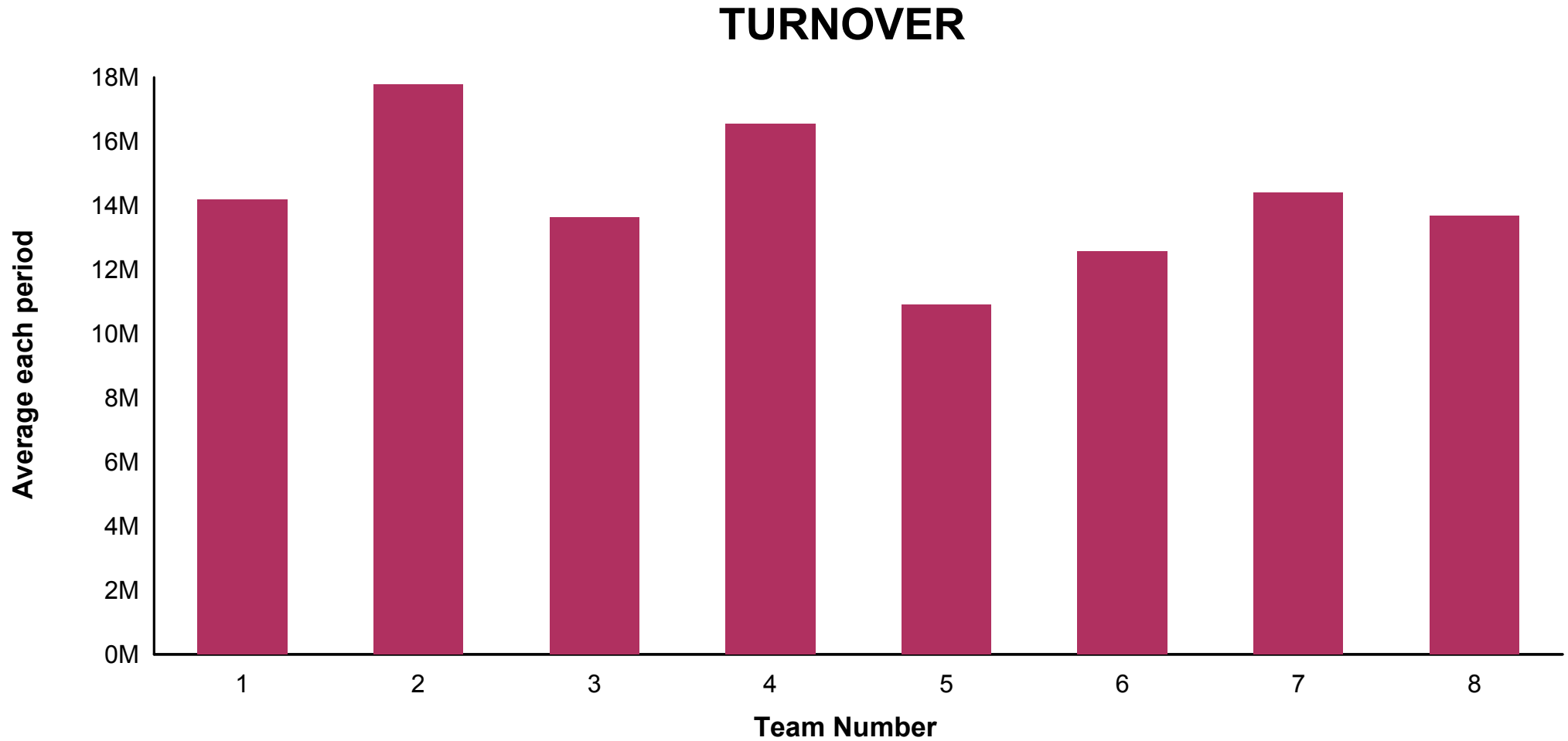
FINANCE **OVERHEADS** **PROCUREMENT** **JOB PROGRESSION** **THE FUTURE**

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		
1	G & A Construction	10	1	-36	28	1	69	11	19	0	39	14	25	36	2.5	1.4	0.8	22.2m	1.9%
2	BUILD	10	29	21	30	0	52	3	32	13	32	22	10	69	3.8	1.3	2.0	41.0m	1.5%
3	+1 Engineering	10	32	54	25	0	52	11	34	3	35	15	20	43	5.2	2.0	2.7	42.6m	1.8%
4	OmniGinuity	10	51	144	27	0	56	4	40	0	28	18	10	64	5.4	1.3	3.4	36.7m	1.6%
5	Raynesway Building	10	3	-43	24	28	66	5	0	1	31	14	17	45	3.8	1.7	1.7	12.0m	2.0%
6	BB Highways	10	-20	-66	16	0	24	66	6	4	28	11	17	39	1.8	1.5	0.1	18.9m	1.7%
7	Balfour Power Group	10	35	4	21	0	23	10	62	4	26	12	14	46	4.3	1.4	2.4	22.3m	0.8%
8	Croydon Utilities	10	9	14	18	0	27	4	6	63	23	16	7	70	3.8	1.5	1.8	31.0m	1.8%

COMPANY VALUE

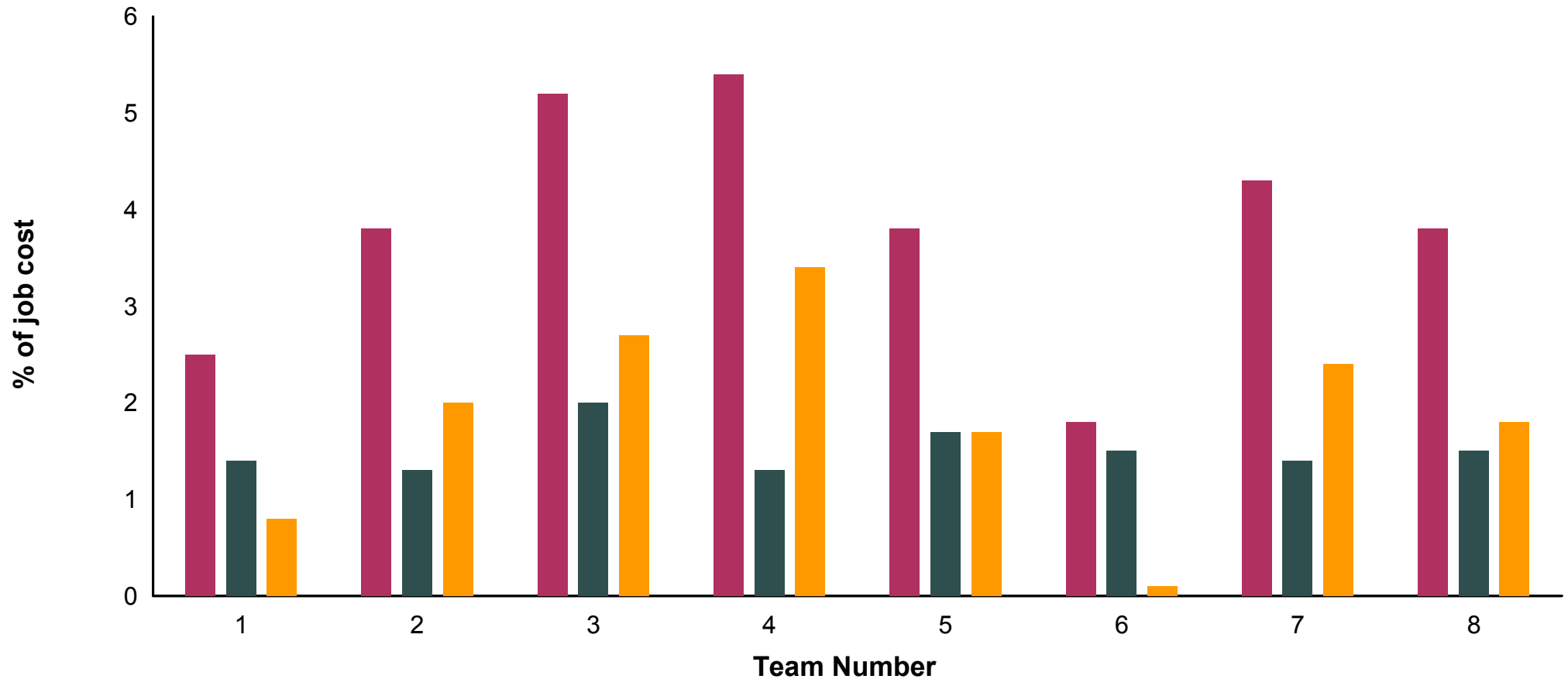


Increasing the value of the business is the prime objective of the management team.

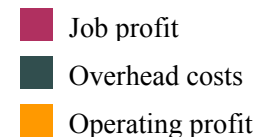


Identifying and securing new work ensures that the turnover (monies earned) across all jobs progressed is healthy.

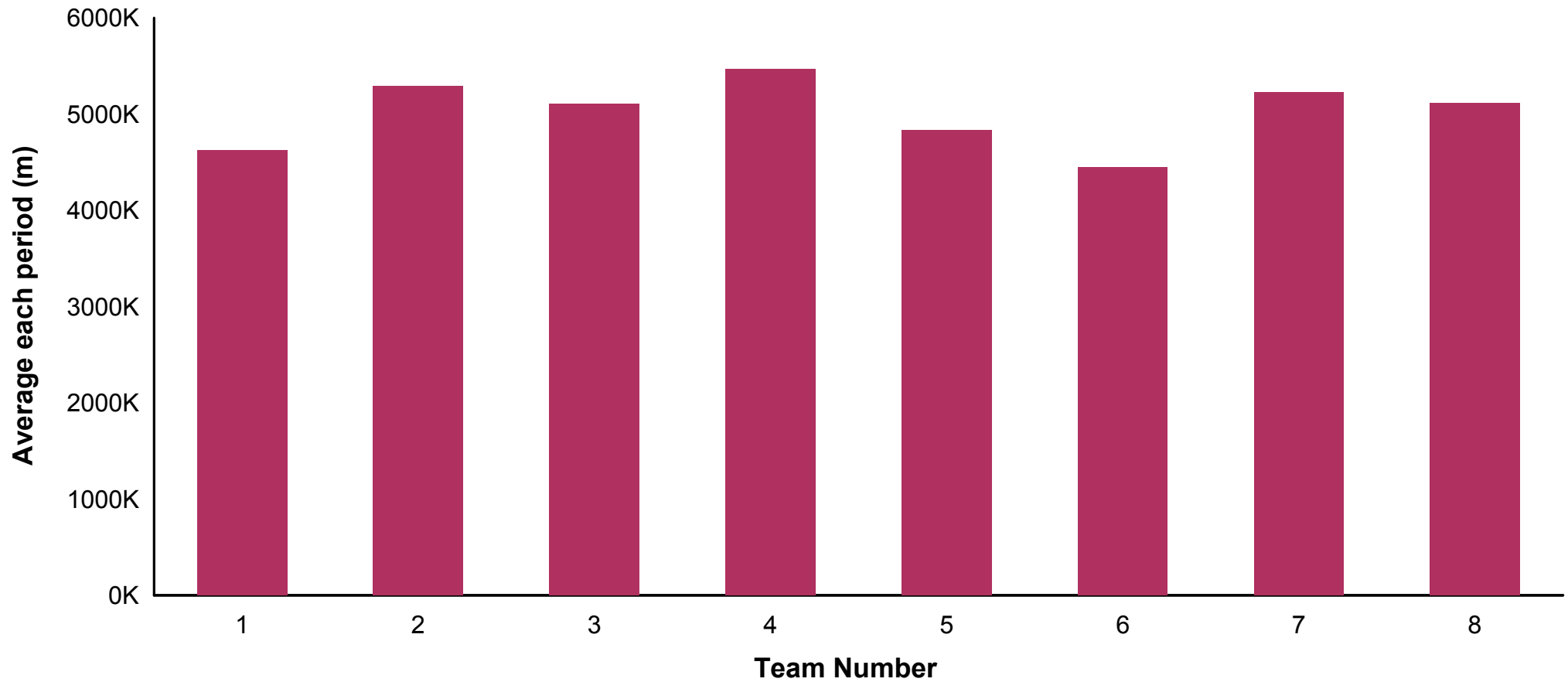
PROFITABILITY



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.

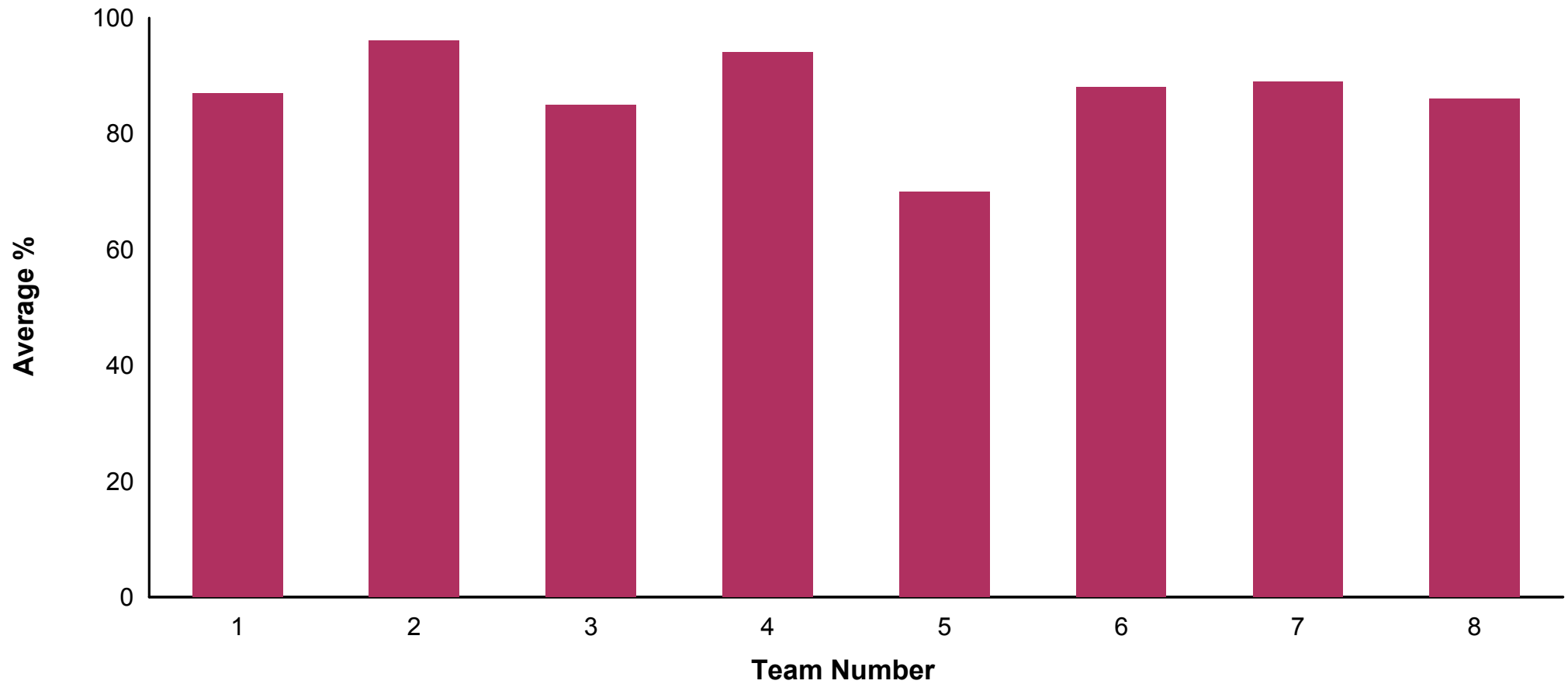


CAPITAL BASE



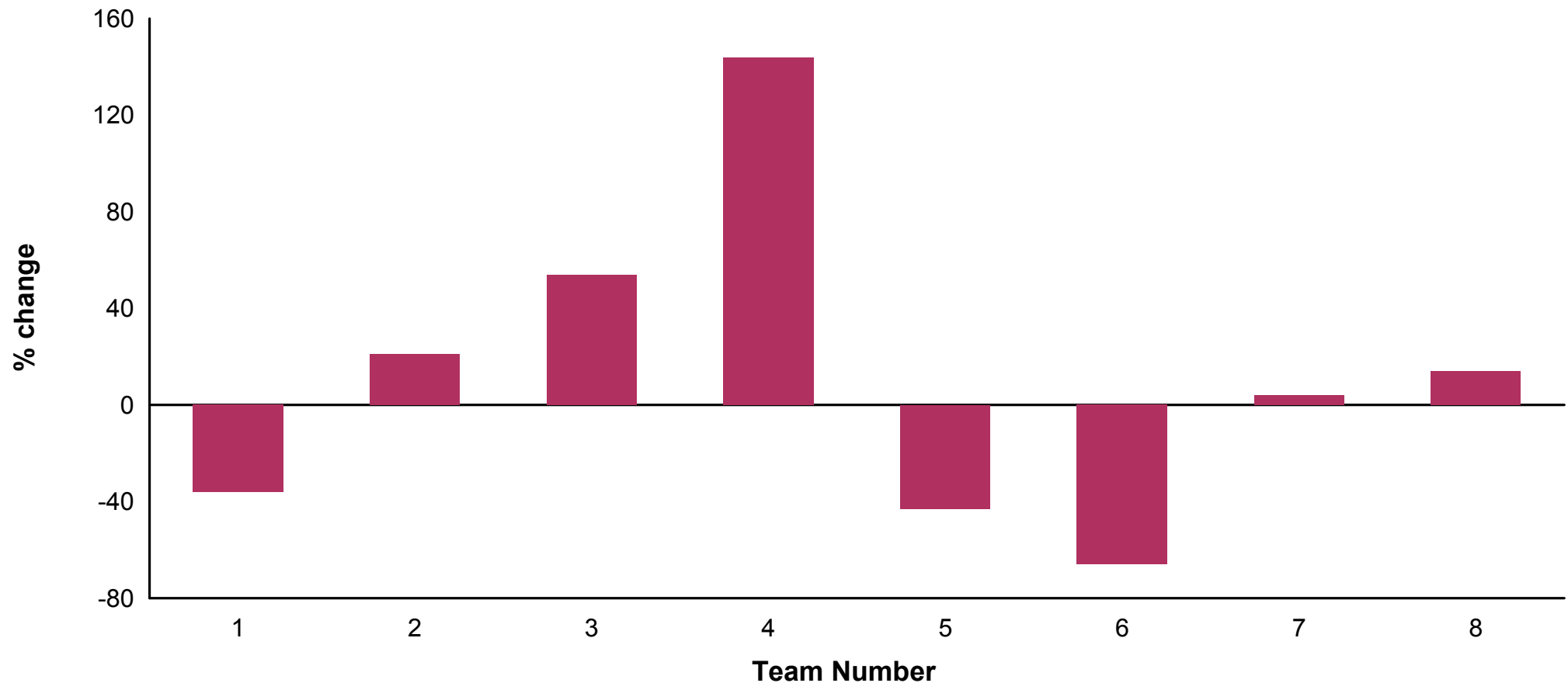
Expanding the company's capital base (infrastructure) enables more work to be undertaken, and potentially more growth.

CAPITAL EMPLOYED



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

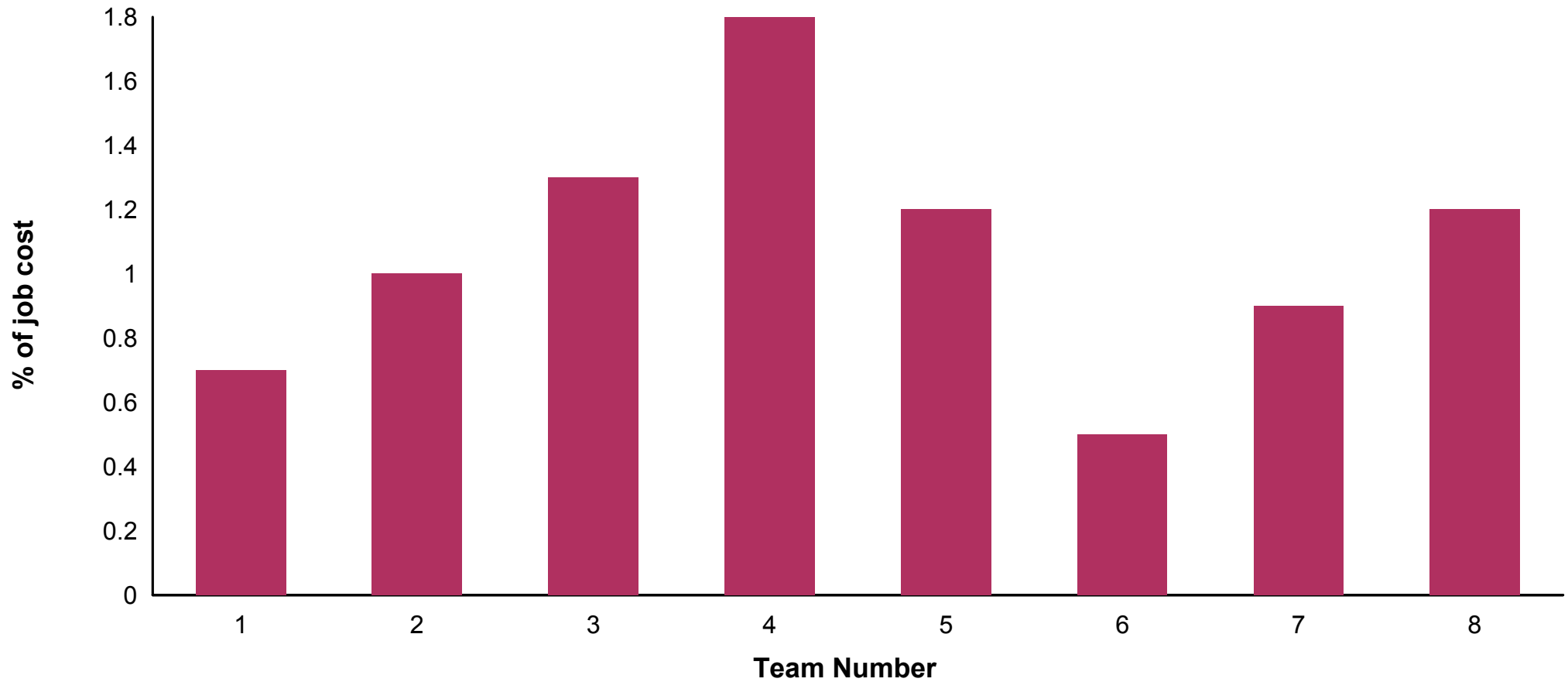
SHARE PRICE



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.

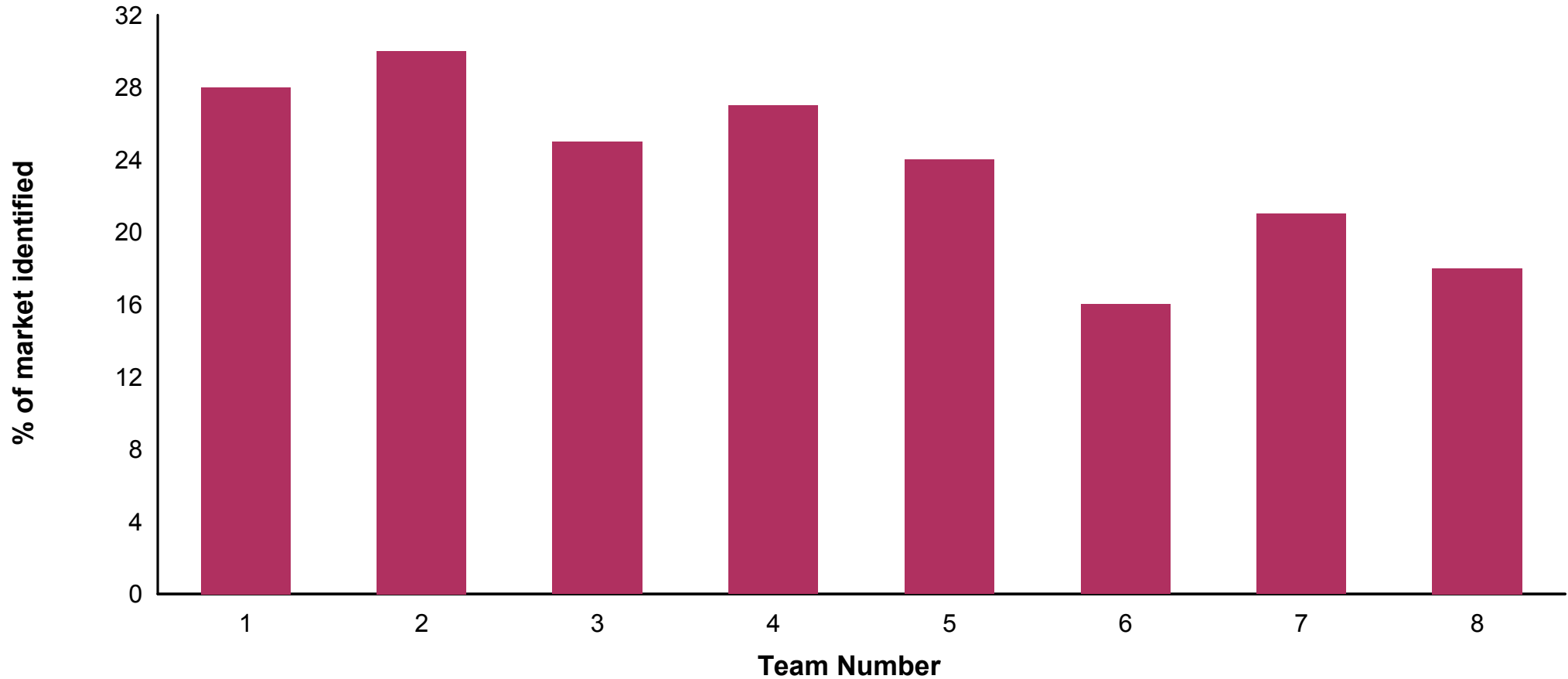
The share price is influenced by the level of dividend paid to the shareholders, the value of the company, the future profitability of the company and the debt burden (gearing ratio) of the company.

DIVIDEND PAID



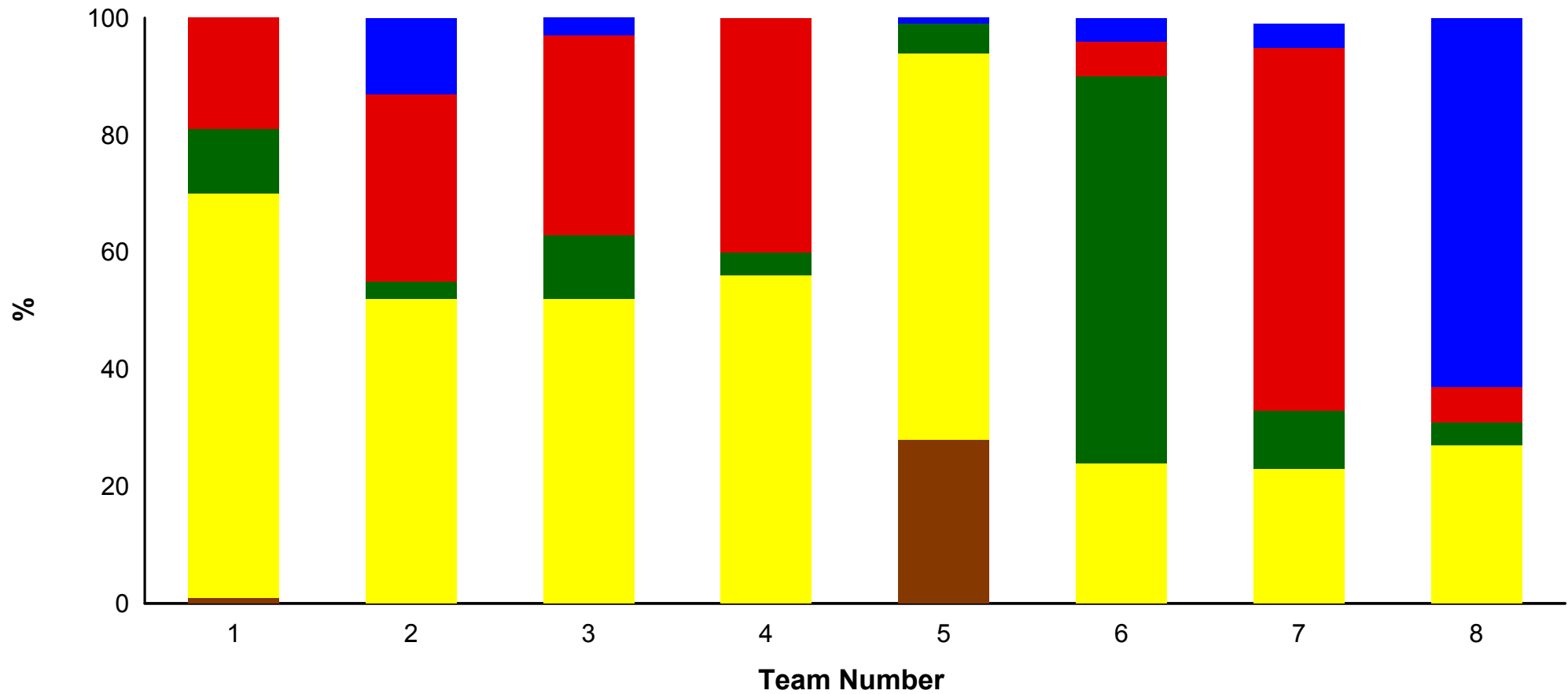
The level of dividend paid to shareholders should be in line with what the company can afford, and not exceed the operating profits of the business.

MARKET SHARE (OVERALL)

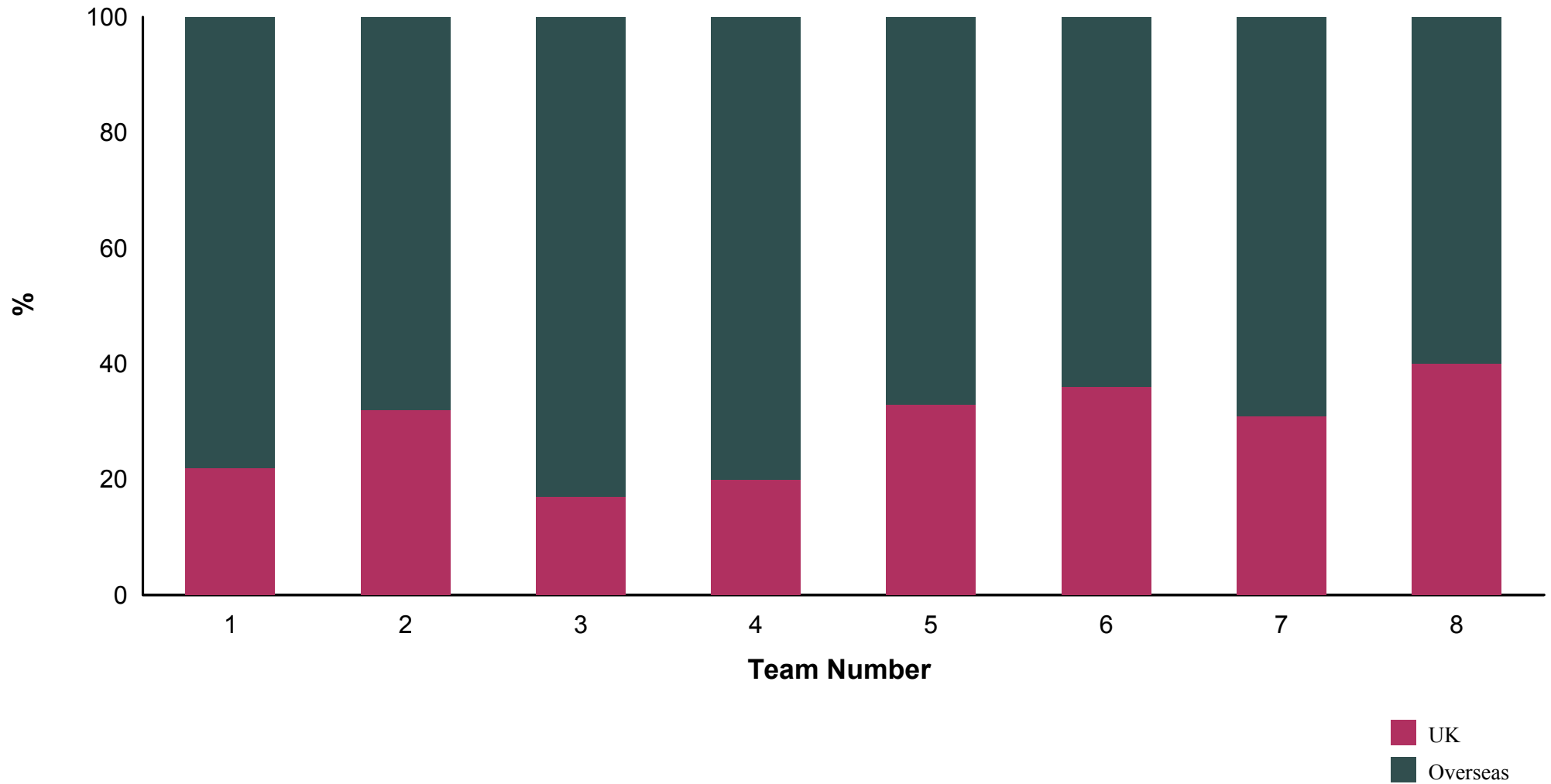


Developing an effective marketing strategy, and identifying new work in different sectors and locations (UK/Overseas) is critical to enable the business to grow by securing jobs through competitive bidding.

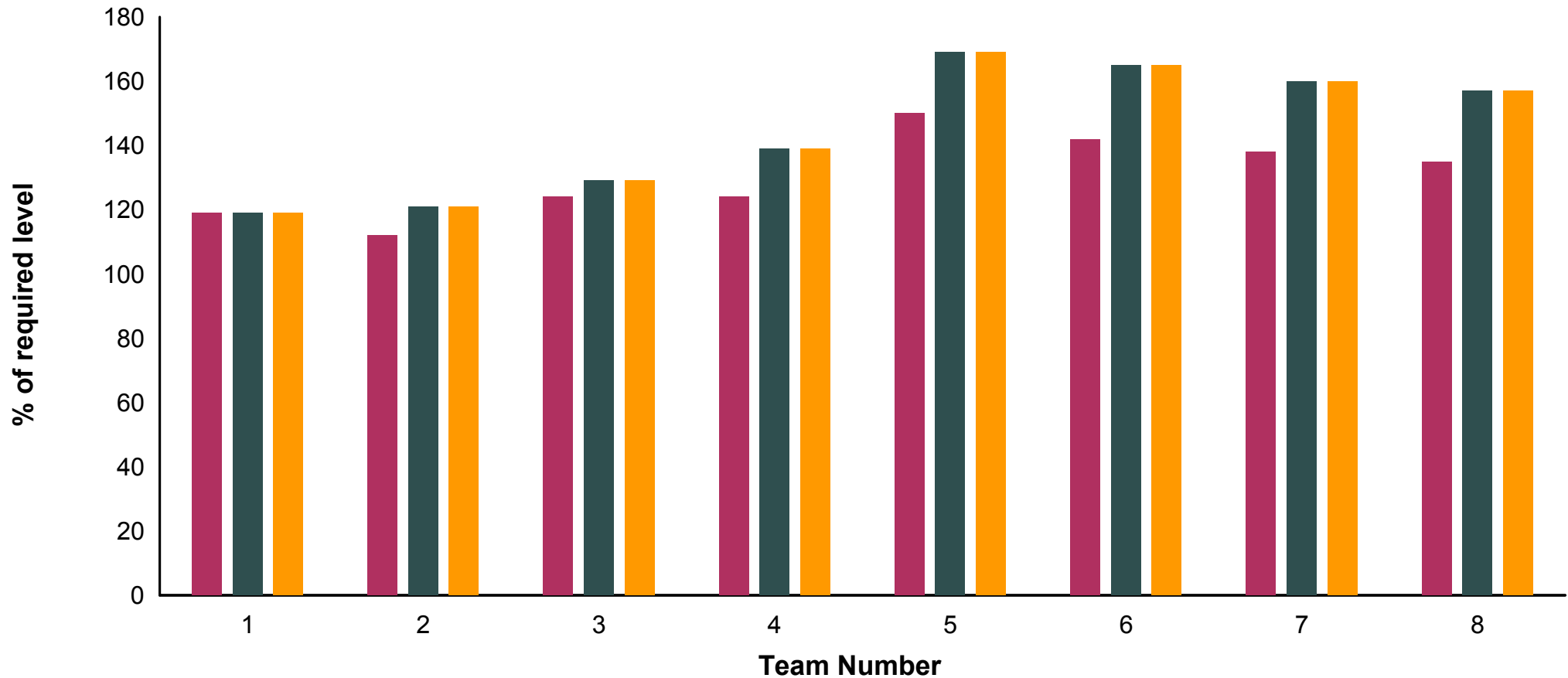
MARKET SHARE SPLIT (BY SECTOR)



MARKET SHARE SPLIT (BY LOCATION)



OVERHEAD STAFFING

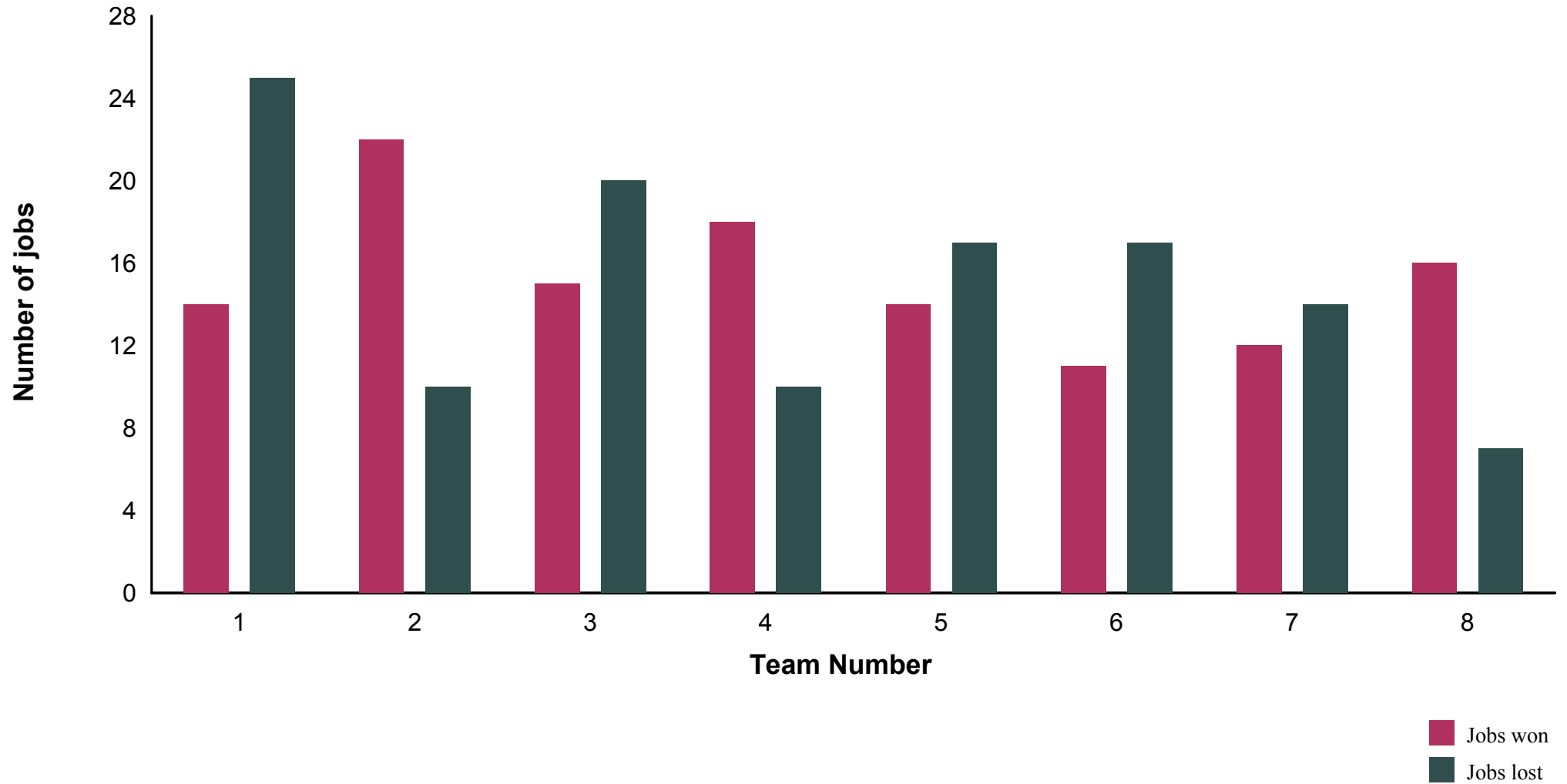


Efficient overhead management has a significant impact on operating profitability.

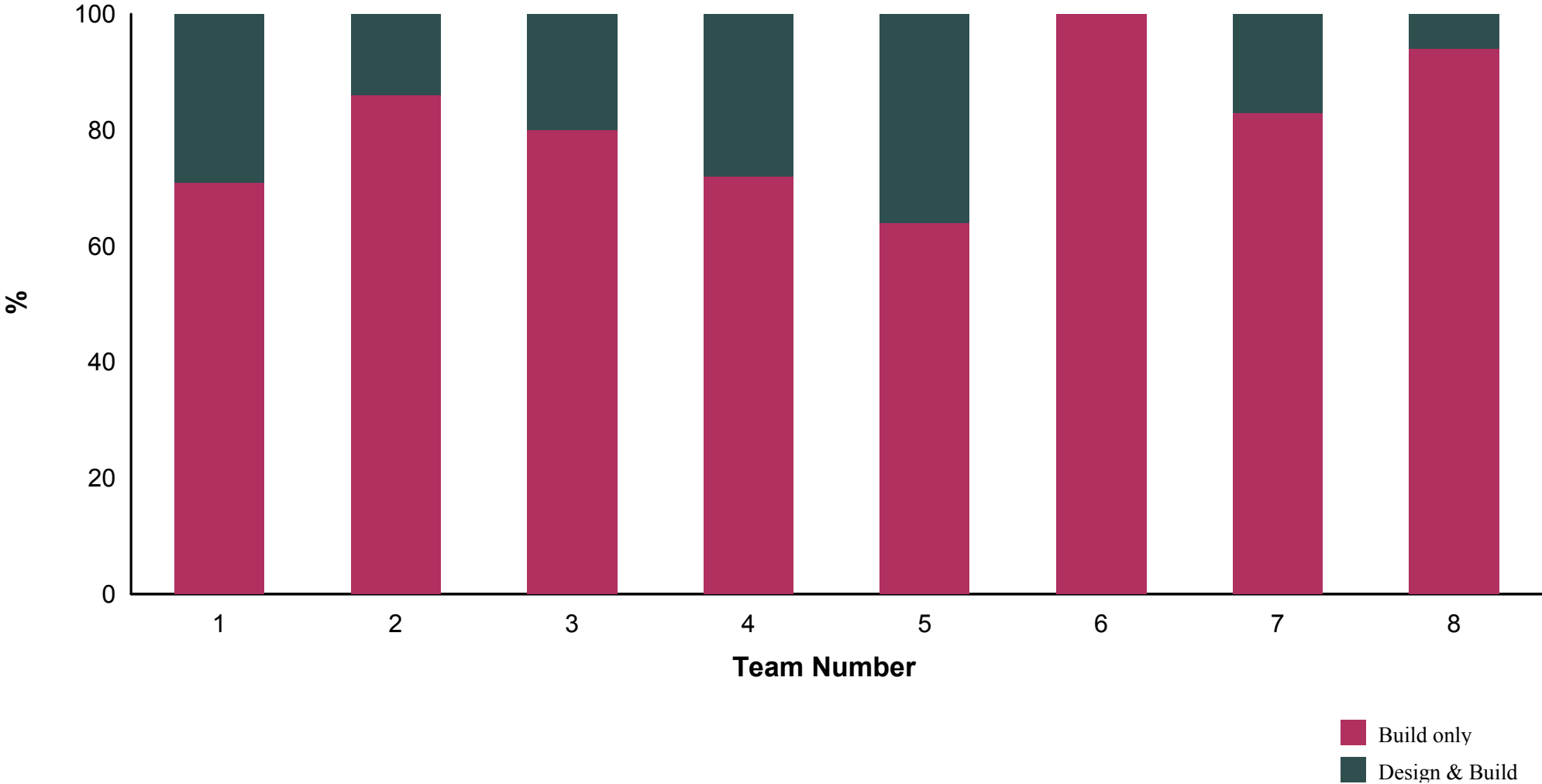
100% is the required level. Anything lower indicates understaffing, with an adverse affect on costs (Head Office and QHSE) or value (Measurement).

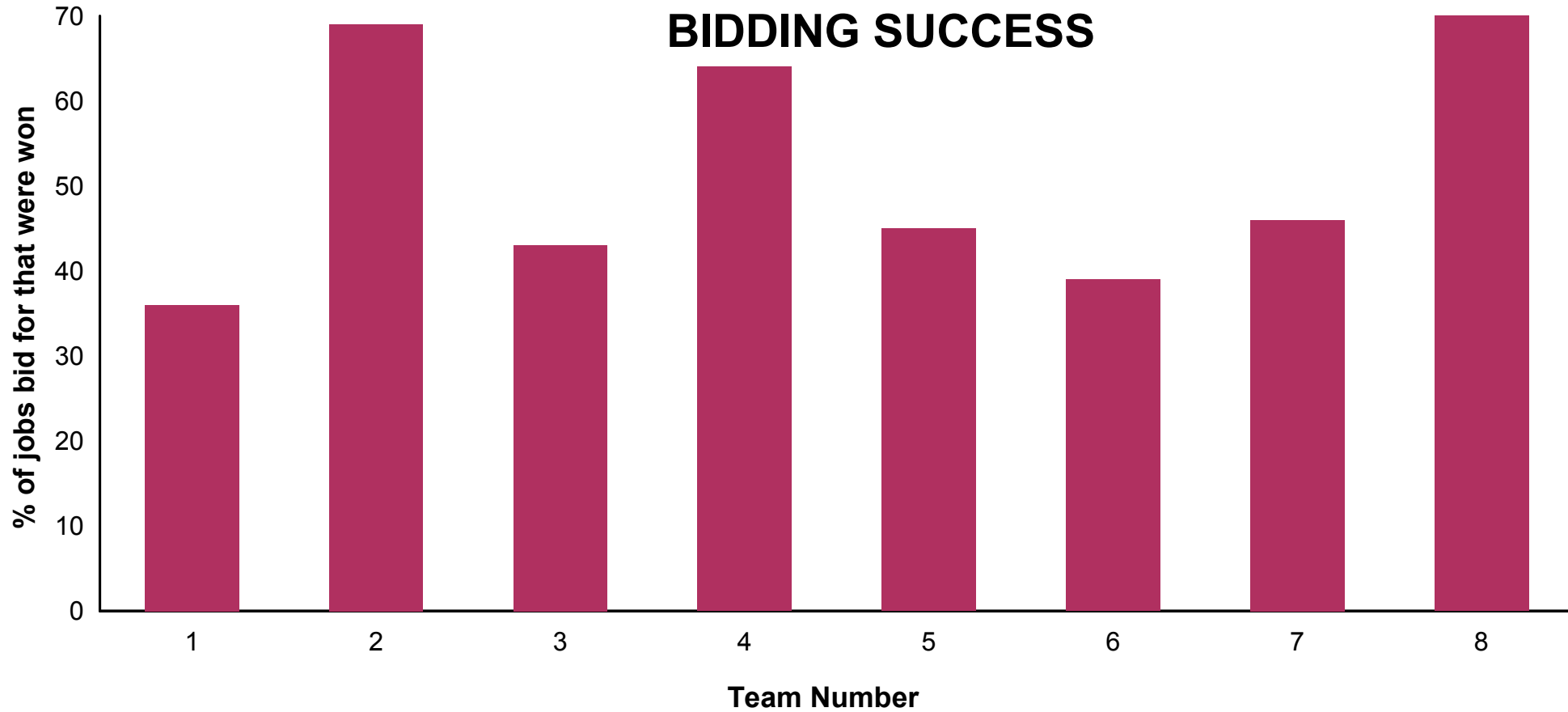
- Head Office
- QHSE
- Measurement

JOBS WON AND LOST



TYPE OF JOBS WON

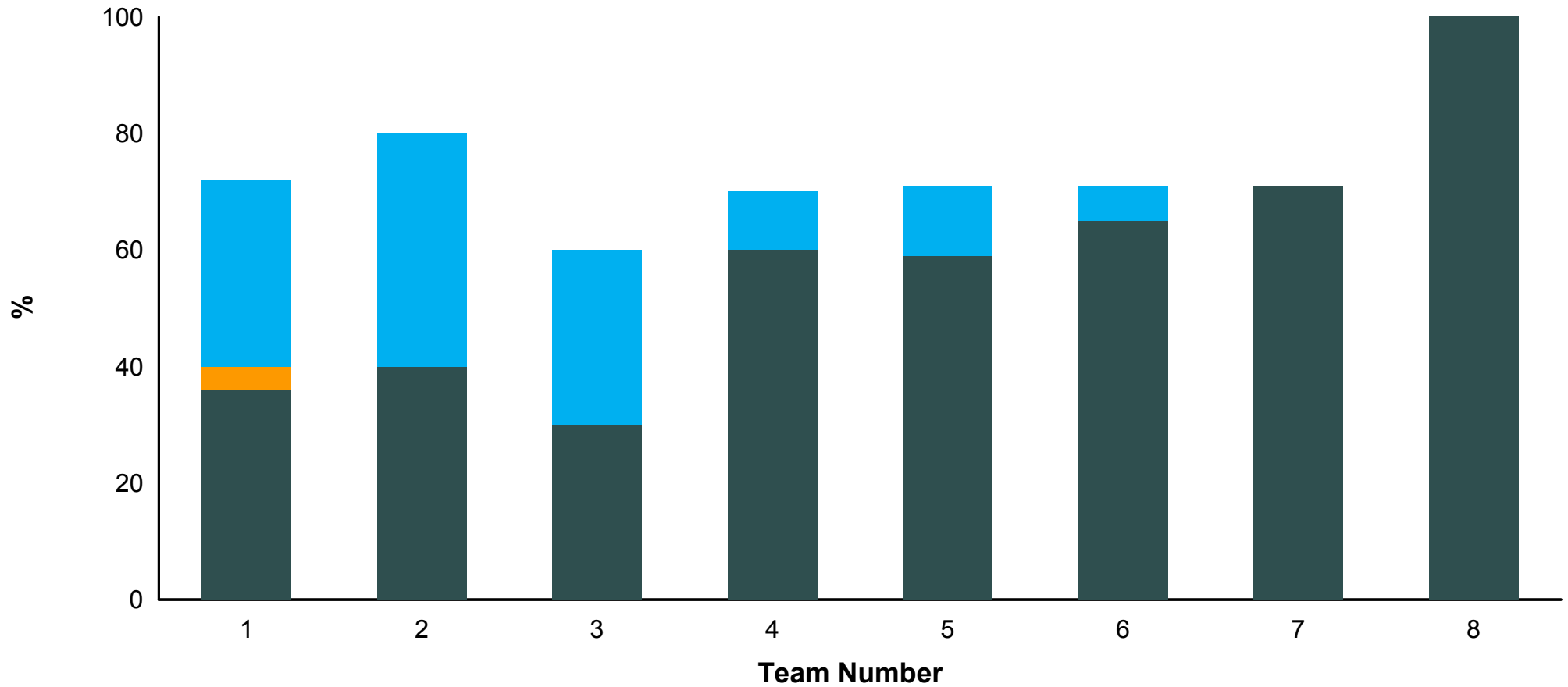




Every job that is bid for incurs a bidding cost putting the tender together, which increases overhead costs.

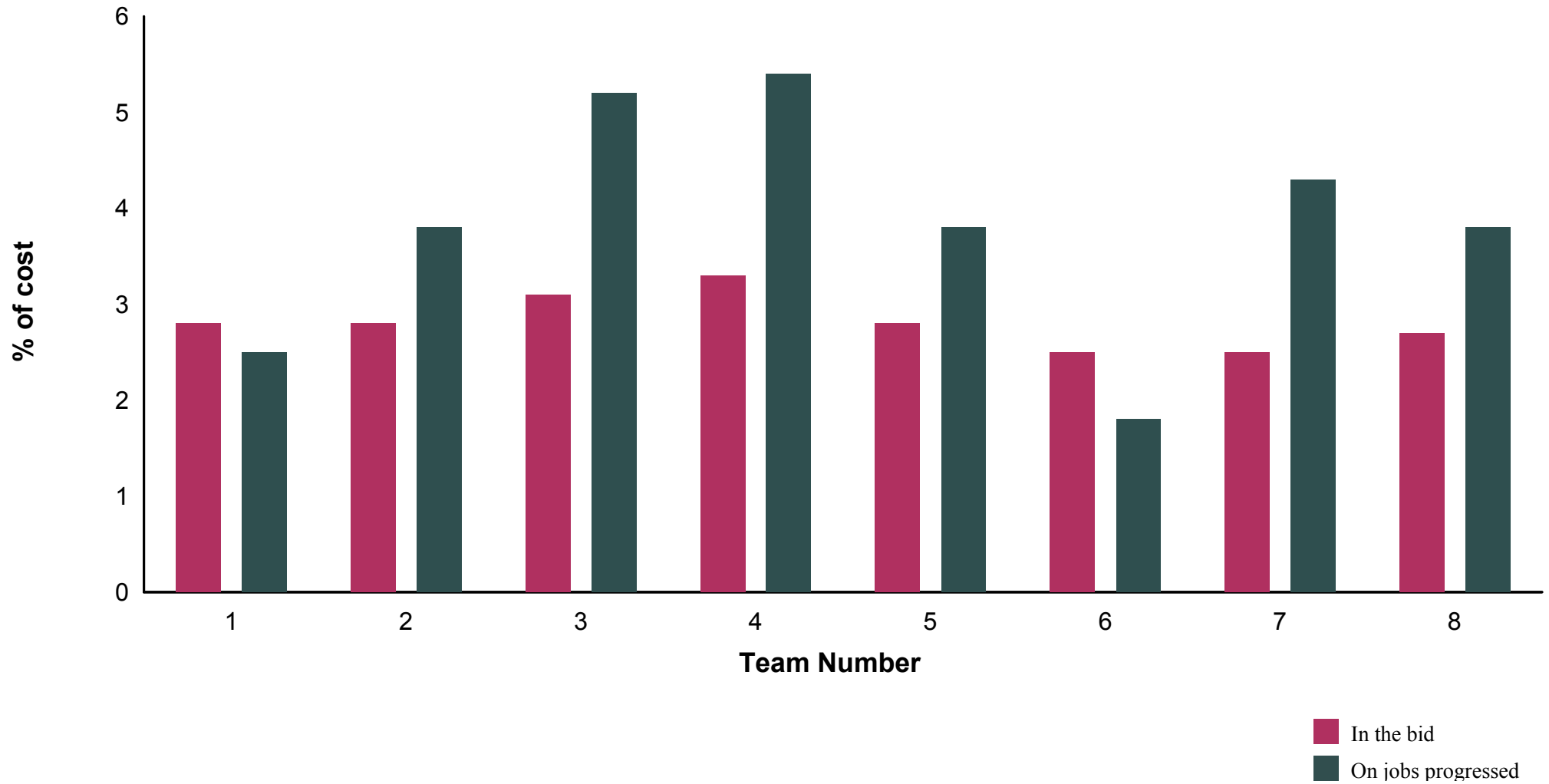
High bidding success keeps bidding costs to a minimum.

REASON FOR JOB LOSS

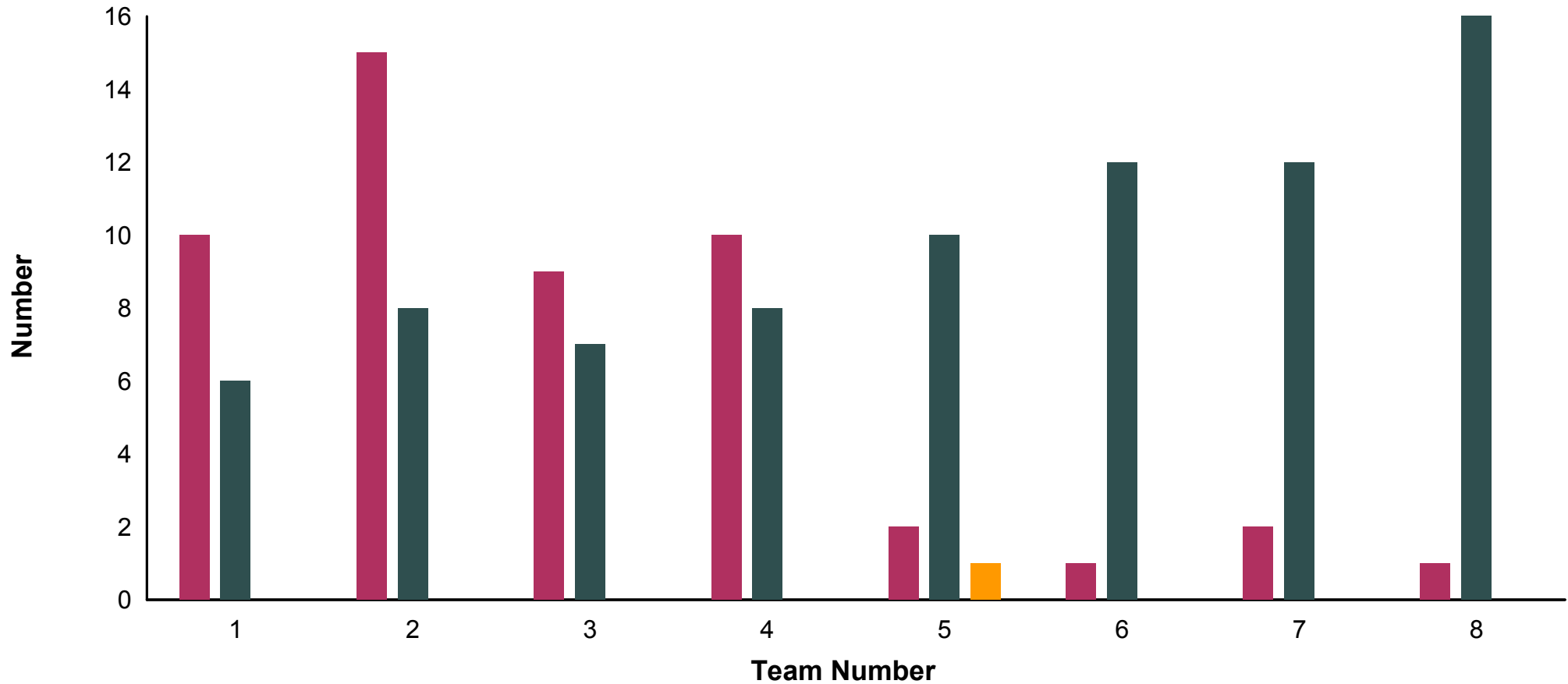


- Too many jobs in progress
- Capital base workload limitation
- Bid too low
- Bid too high

MARGINS



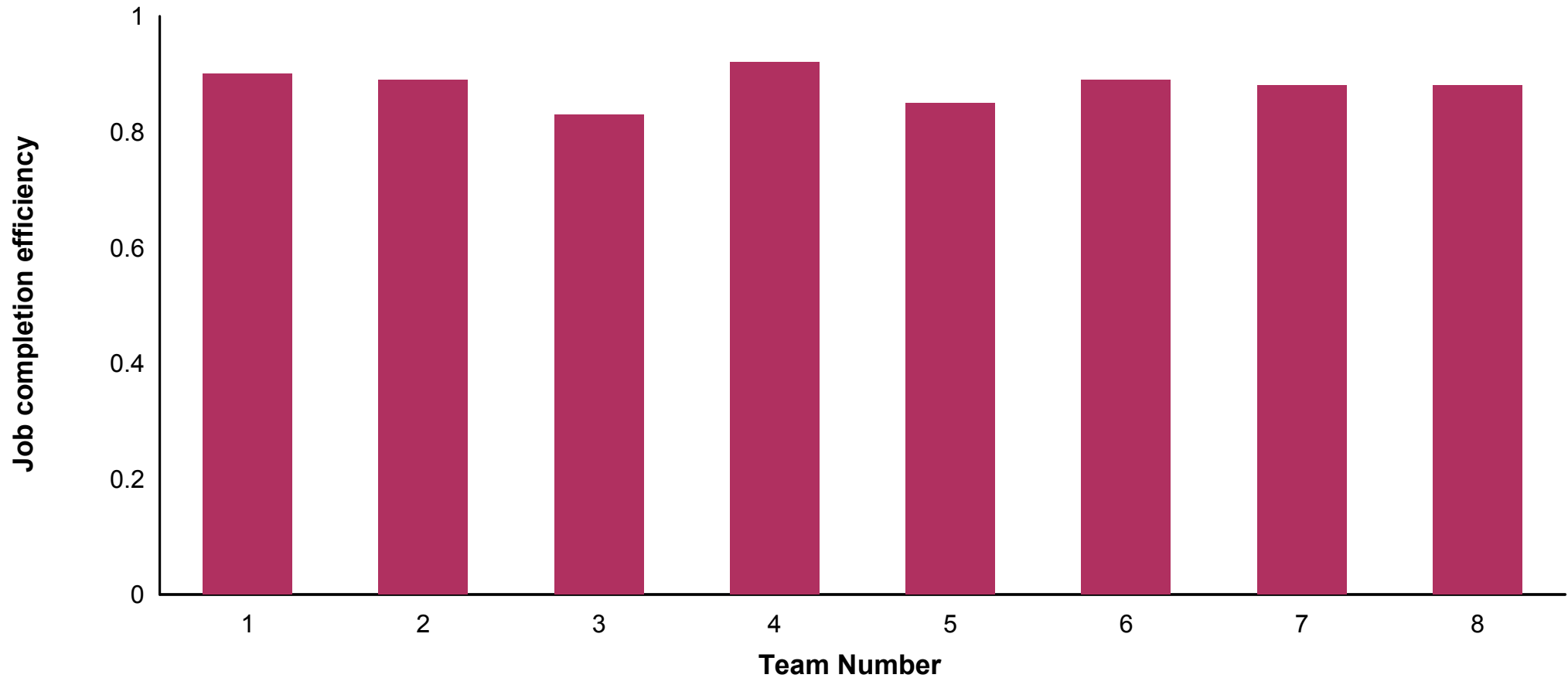
JOB COMPLETION



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.



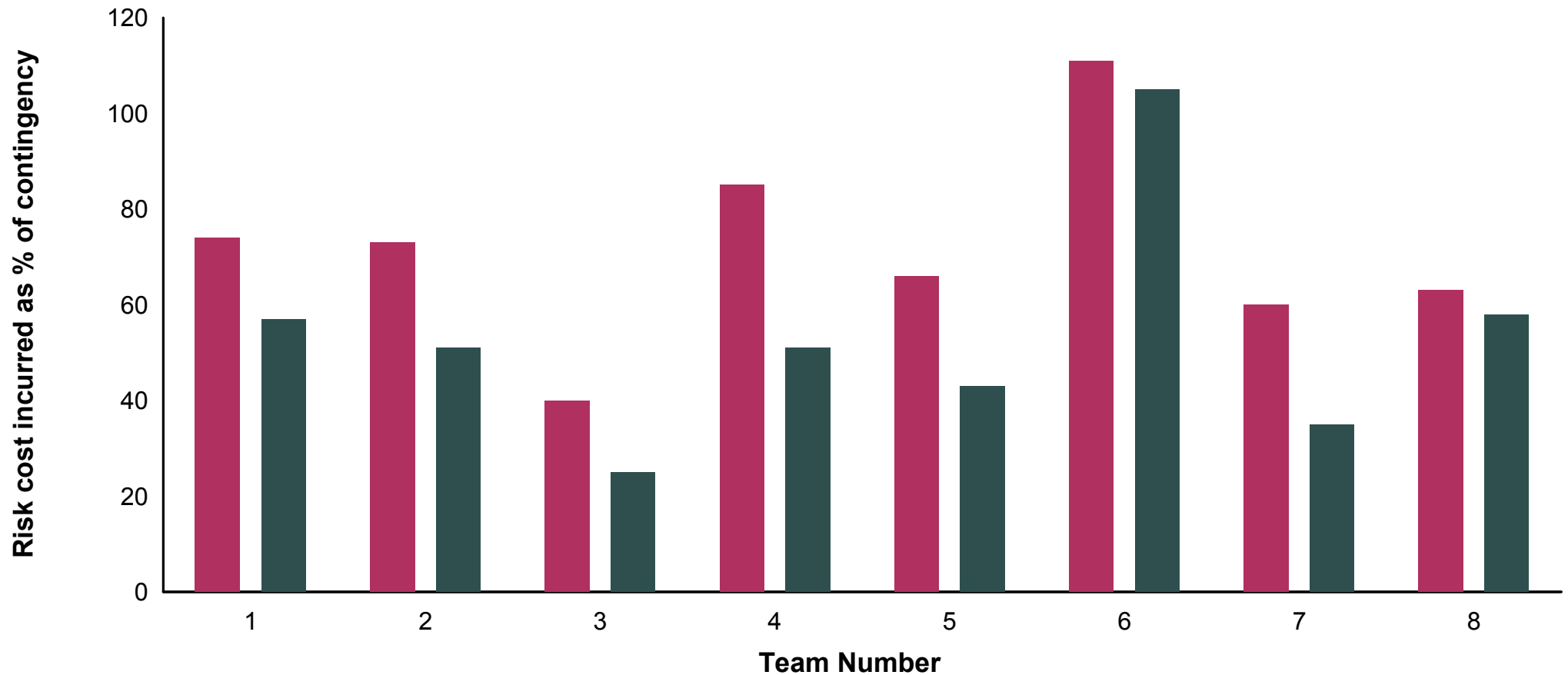
LABOUR MANAGEMENT



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.

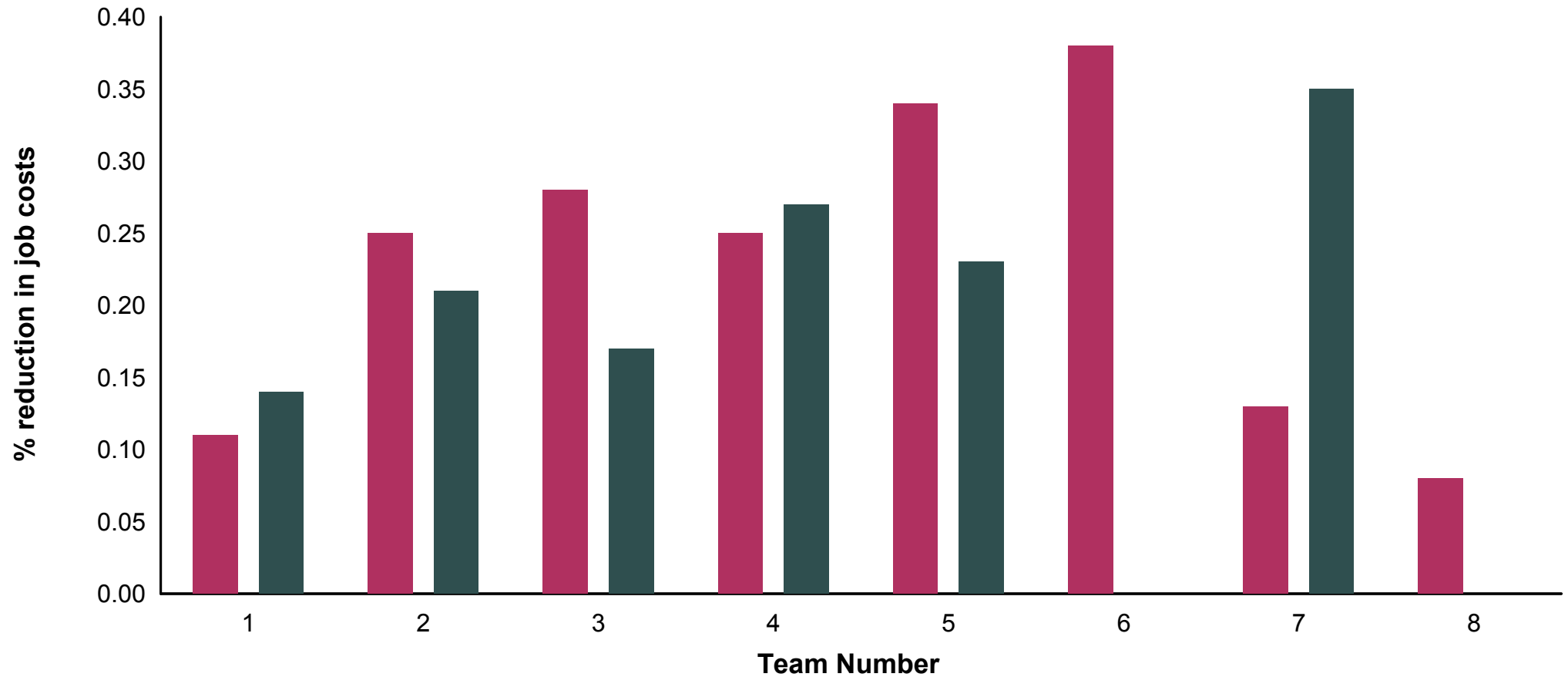
RISK MANAGEMENT



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

■ Before mitigating actions
■ After mitigating actions

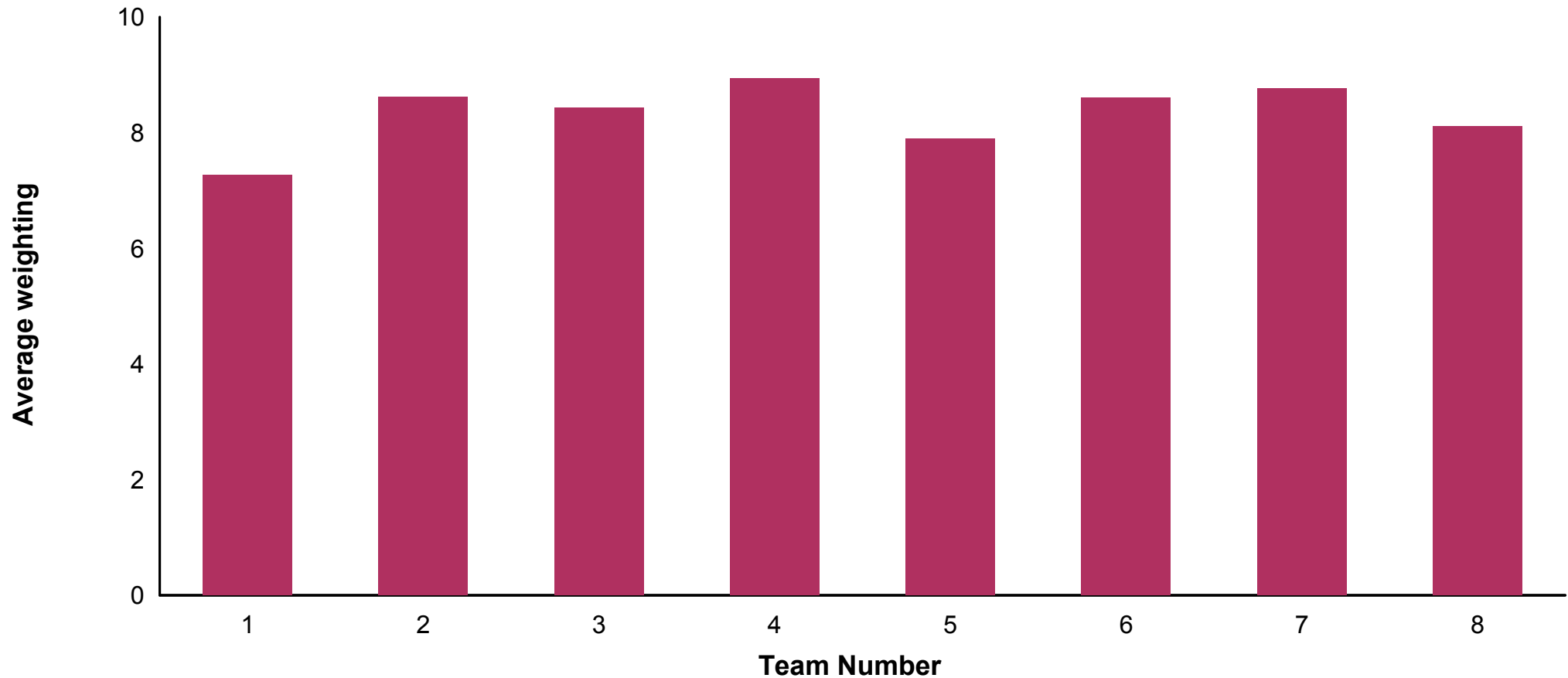
TARGETED INVESTMENTS



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

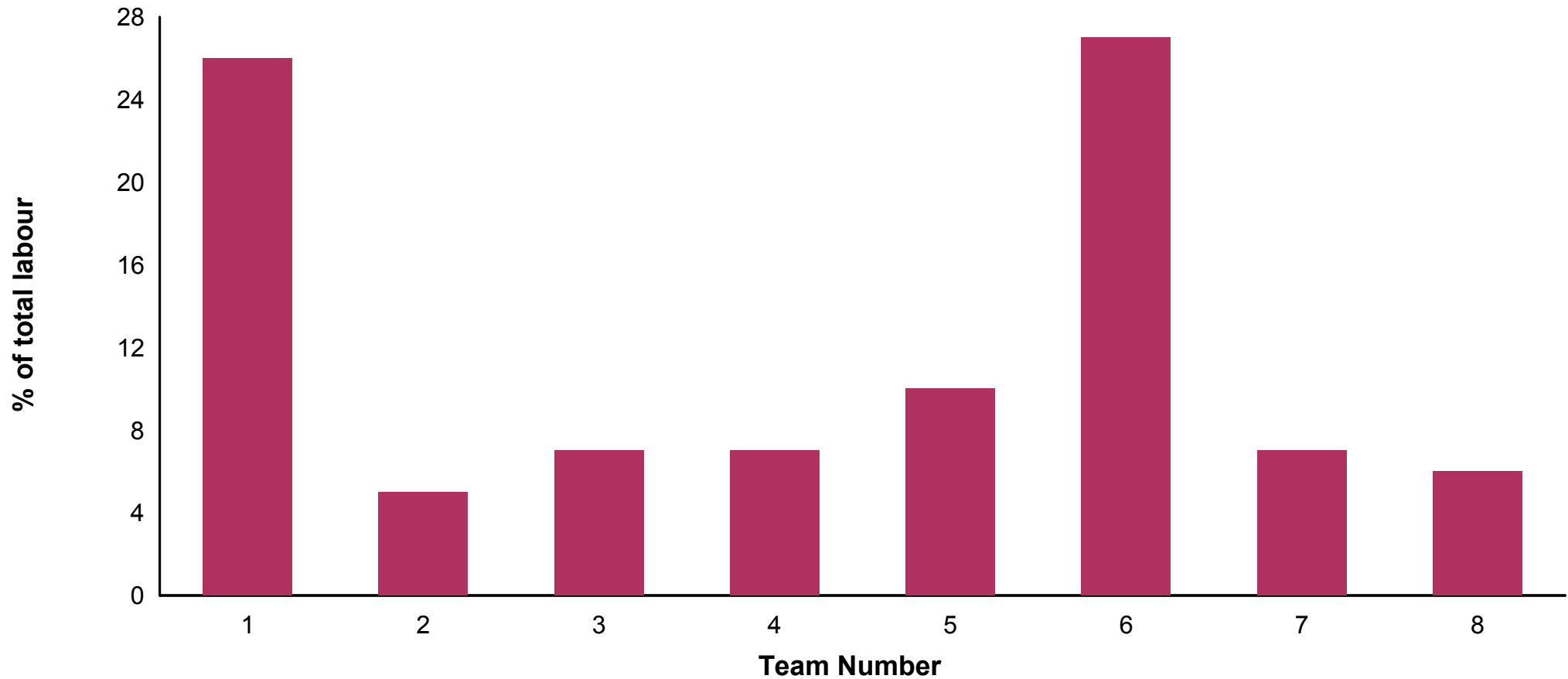
PROJECT MANAGER (PERFORMANCE)



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).

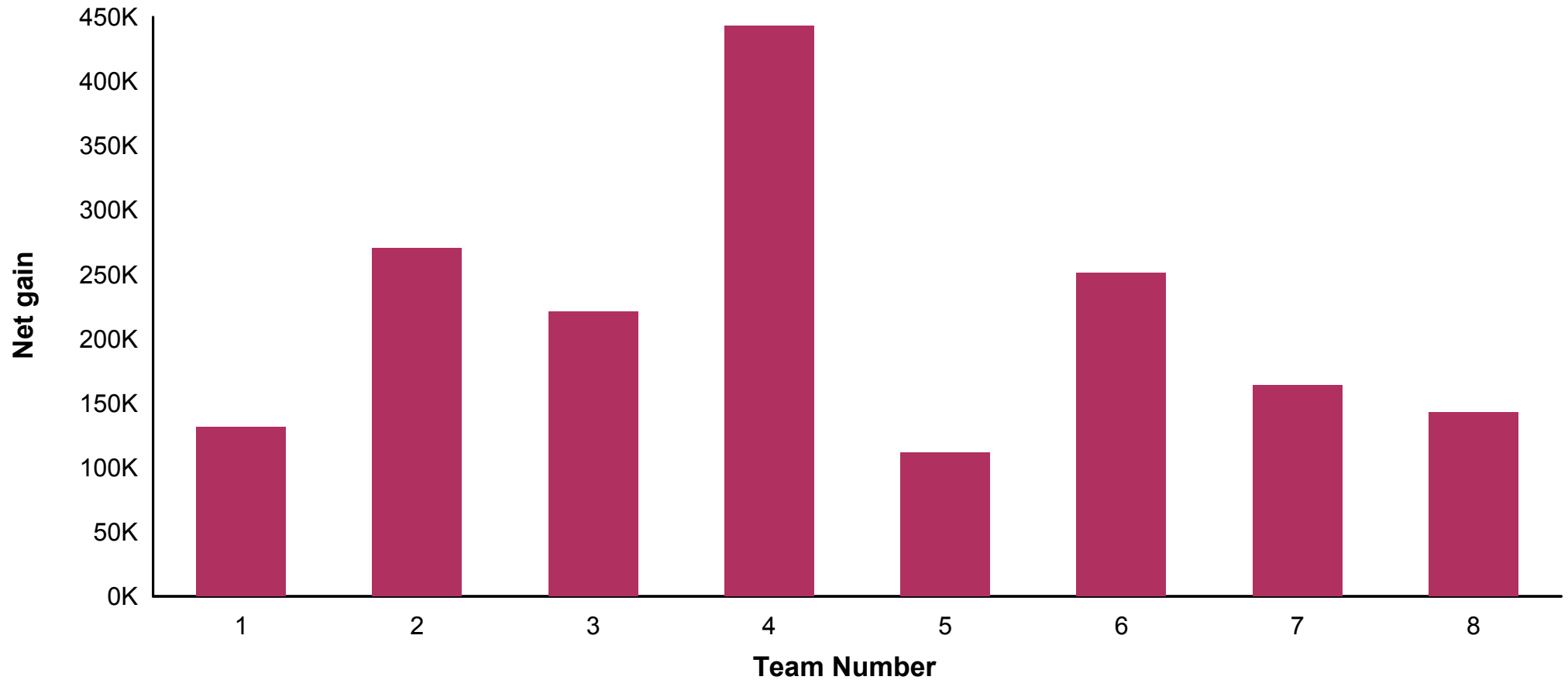
SUBCONTRACTOR USAGE



Subcontractor costs vary from country to country.

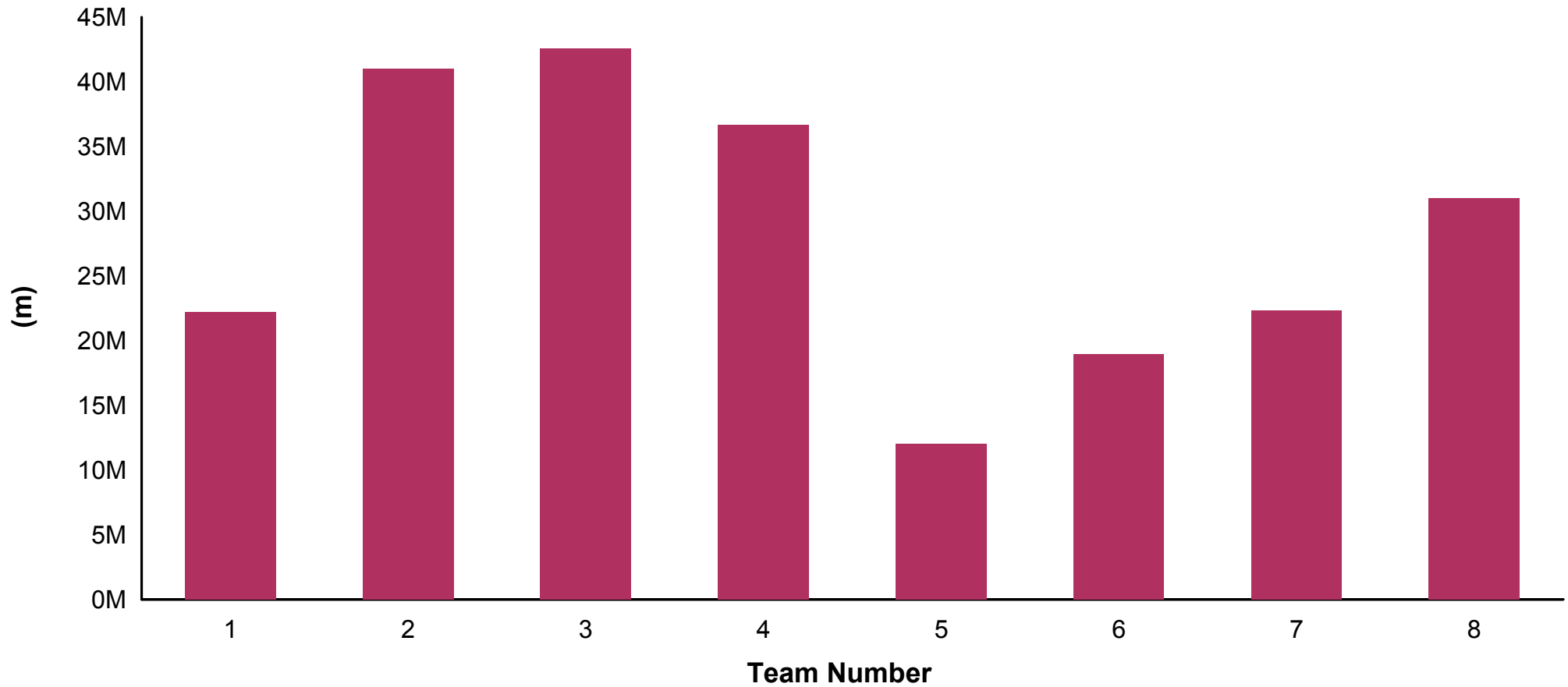
Excessive use of subcontractors can have an adverse affect on the morale of the company's own labour.

PROJECT MANAGER (BONUS AFFECT)



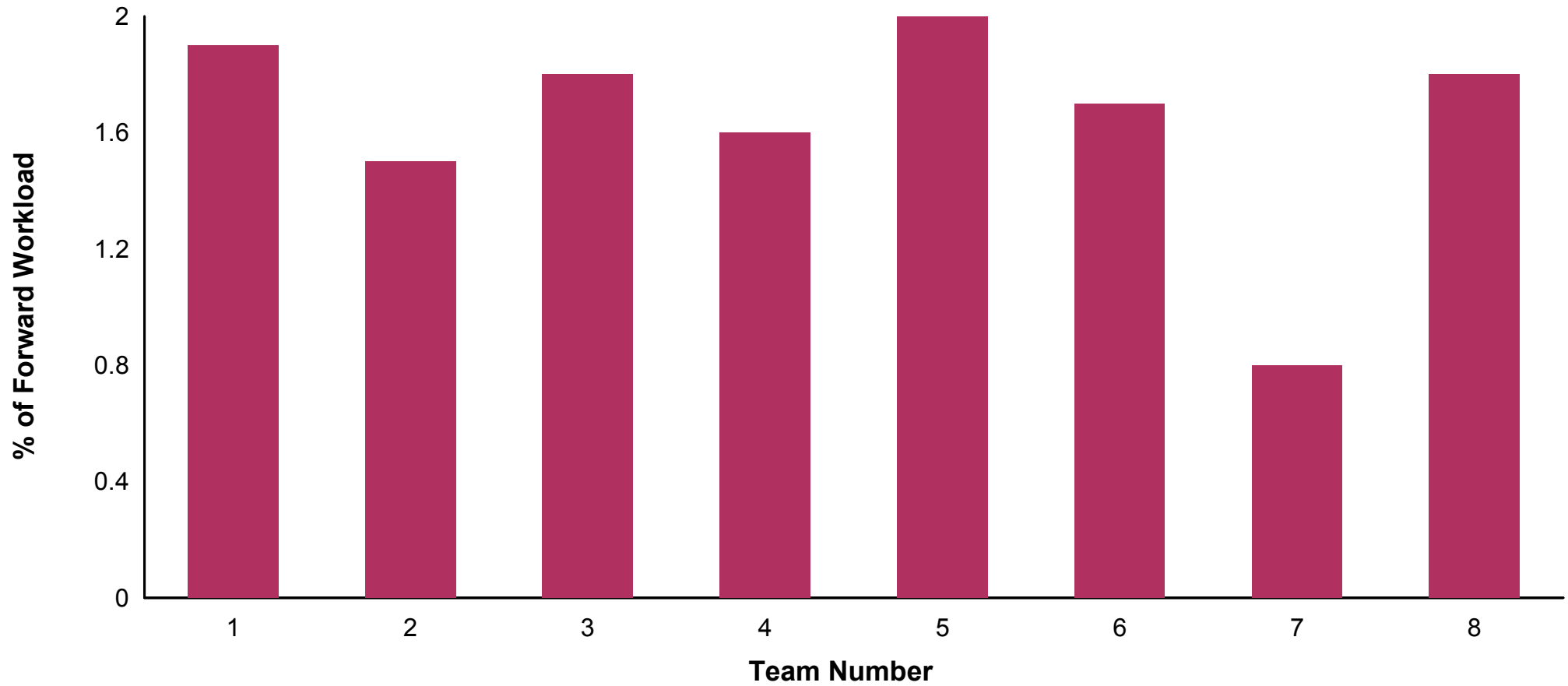
Paying a bonus to project managers not only prevents them from resigning, but can improve their productivity, with a potential net monetary gain (job profit).

FOWARD WORKLOAD



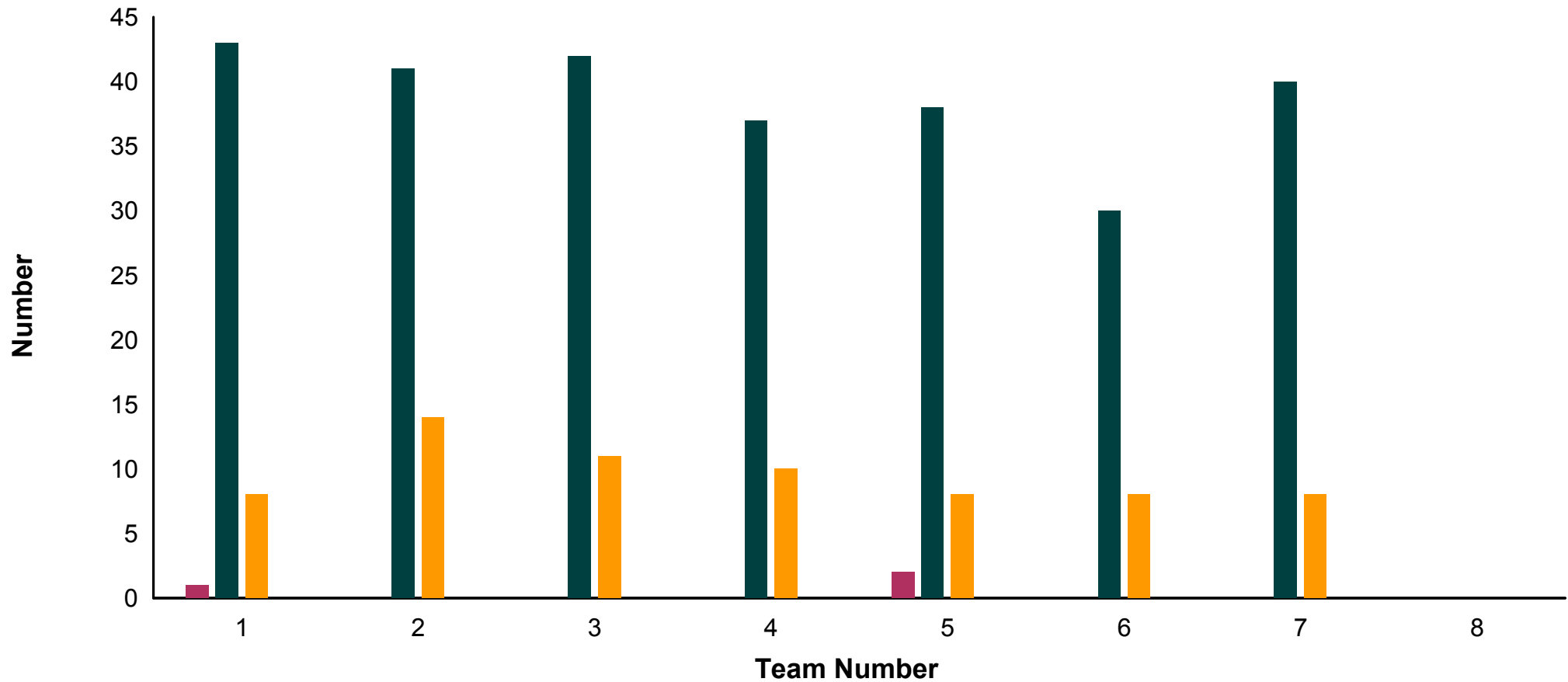
As well as past performance, the future outlook in terms of forward workload is key to the future prosperity of the business.

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