



# ENGINUITY 2019 COMPETITION

## PERFORMANCE REVIEW FOR 'Plant-Based'

### MANAGEMENT TEAM

Josh Hawley

Kristen Brooks

Casey Fetsko

### SPONSOR

Parsons

### THE CHALLENGE



It is the **beginning of 2019**.

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

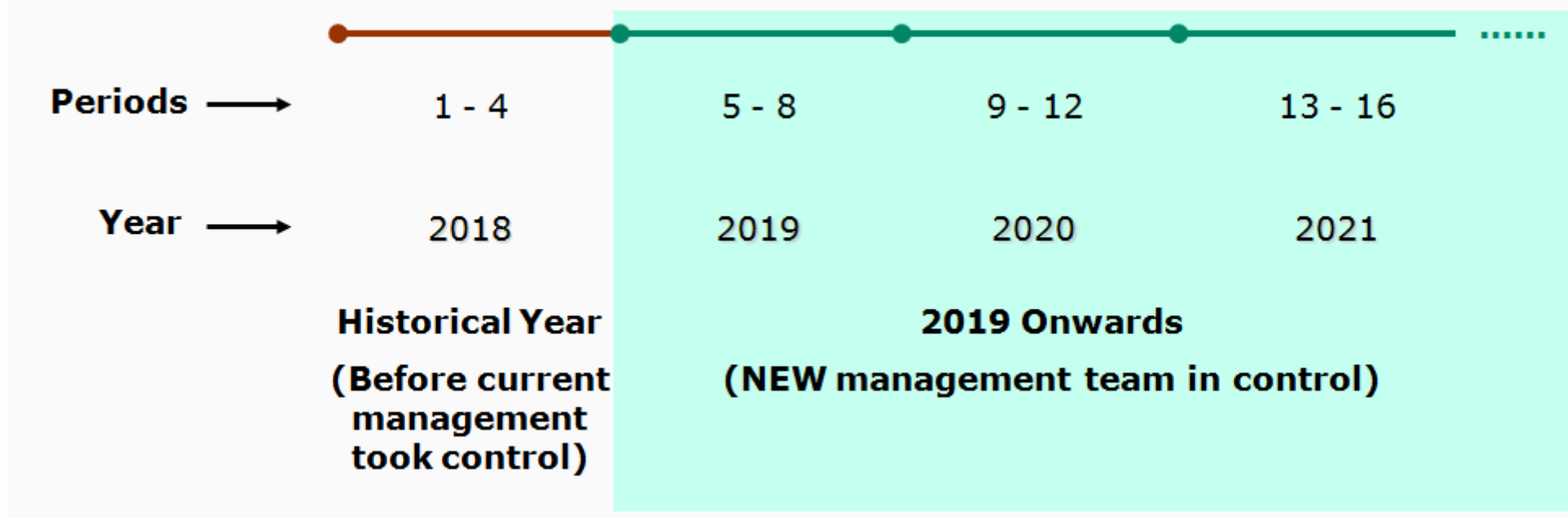
To implement the strategy **decisions** will have to be made in a number of key areas :-

- 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)

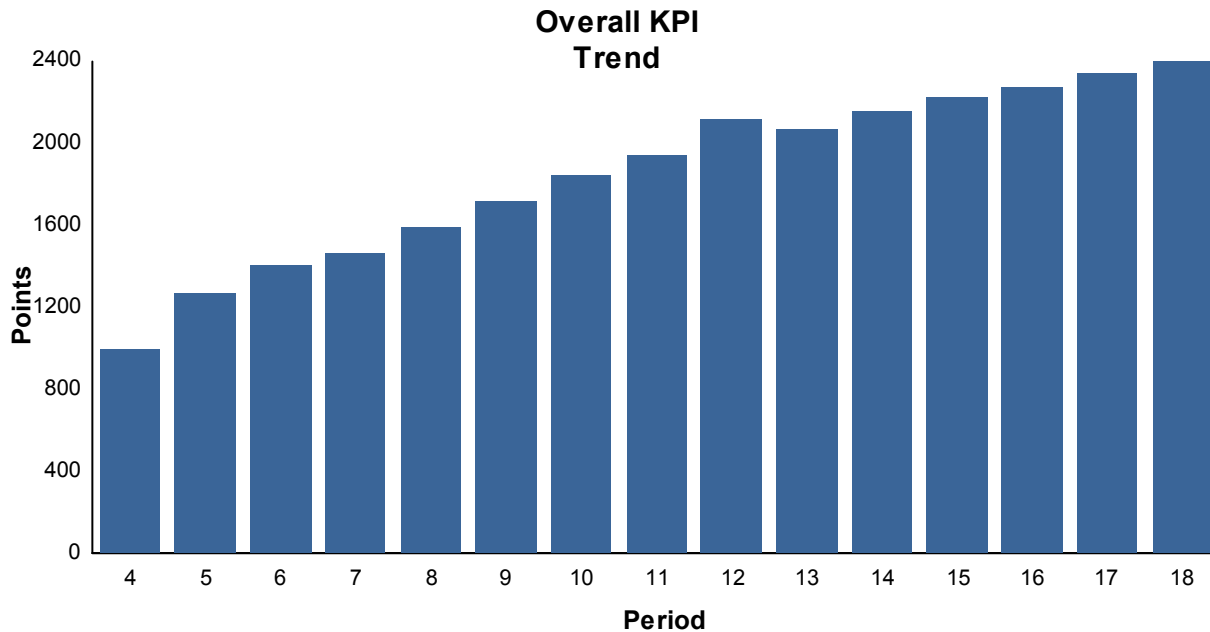
During the Later Years the teams compete 'head to head' against each other for work. This creates an even more uncertain and pressurized environment in which the skills and team dynamics formed in the early years are really put to the test.

# 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 2,393 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	2018 (Q4)	40	170	120	170	130	80	70	100	70	50	1,000
5	Early Years	2019 (Q1)	51	175	147	173	163	105	125	167	82	76	1,264
6	Early Years	2019 (Q2)	67	174	162	180	194	117	146	190	75	101	1,406
7	Early Years	2019 (Q3)	84	168	150	184	217	137	142	190	75	118	1,465
8	Early Years	2019 (Q4)	94	177	170	196	234	150	147	183	83	153	1,587
9	Early Years	2020 (Q1)	105	189	199	214	247	167	141	165	97	188	1,712
10	Early Years	2020 (Q2)	114	196	214	231	258	199	150	150	108	220	1,840
11	Early Years	2020 (Q3)	123	198	222	245	266	221	151	133	118	263	1,940
12	Early Years	2020 (Q4)	130	203	233	261	274	246	166	159	142	305	2,119
13	Later Years	2021 (Q1)	135	202	232	268	273	262	113	101	138	344	2,068
14	Later Years	2021 (Q2)	139	206	234	274	275	291	145	68	141	379	2,152
15	Later Years	2021 (Q3)	140	201	219	263	277	308	167	89	142	414	2,220
16	Later Years	2021 (Q4)	144	198	212	260	278	326	155	94	147	452	2,266
17	Later Years	2022 (Q1)	146	195	208	259	281	350	160	93	151	496	2,339
18	Later Years	2022 (Q2)	150	192	203	258	284	365	173	90	146	532	2,393



## 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			
<b>FINANCIAL MANAGEMENT</b>					
Company value	4,748,393	7,194,159	52 %	End of timeframe	
Share price	1.06	2.21	108 %	End of timeframe	
Average capital base	3,937,890	4,868,104	24 %	Each period of timeframe	
Average capital base utilisation	49 %	92 %		Each period of timeframe	
Average turnover	6,996,588	15,813,870	126 %	Each period of timeframe	
Job profit	4.7 %	5.3 %		During whole timeframe	As a % of job costs
Overhead costs	2.4 %	1.8 %		During whole timeframe	As a % of job costs
Net operating profit	1.7 %	2.9 %		During whole timeframe	As a % of job costs after tax and interest
Dividend paid	3.0 %	1.8 %		During whole timeframe	As a % of job costs
Forward workload	13,789,860	33,982,480		End of timeframe	
Forward margin	501,657	450,657		End of timeframe	
<b>OVERHEAD MANAGEMENT</b>					
Market share	11 %	31 %		During whole timeframe	% of the overall new work in the market identified
Market share split (UK)	44 %	39 %		During whole timeframe	% of the market share in the UK
Market share split (OV)	56 %	61 %		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 %	121 %		During whole timeframe	Optimum level is 100%
Measurement staffing level	100 %	121 %		During whole timeframe	Optimum level is 100%
<b>PROCUREMENT</b>					
Number of jobs bid for	7	64		During whole timeframe	
Number of jobs won	4	36		During whole timeframe	
Bidding success rate	57 %	56 %		During whole timeframe	Jobs won as a % of jobs bid for
<b>JOB PROGRESSION</b>					
Project manager weighting	8.5	9.0		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	25,518	652,640		During whole timeframe	
Jobs finished early	0	20		During whole timeframe	
Jobs finished on time	0	13		During whole timeframe	
Jobs finished late	0	0		During whole timeframe	
Ineffective labour on site	0 %	1 %		During whole timeframe	
Subcontractor labour used on site	0 %	2 %		During whole timeframe	As a % of total labour
Job completion efficiency	n/a	0.92		During whole timeframe	0 to 1, where 1 is the optimum level
Reduction in job costs (build) due to targeted investments	0.0 %	0.6 %		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	-0.7 %	-0.9 %		During whole timeframe	
Measure of risk contingency included in bids	1.0	0.7		During whole timeframe	0=No contingency, 1=sensible level, 2=full risk cost
Risk cost incurred before mitigating factors	45 %	89 %		During whole timeframe	As a % of the contingency in the bid
Change in risk cost incurred due to mitigating factors	-34.7 %	-41.2 %		During whole timeframe	
Risk cost incurred after mitigating factors	29 %	52 %		During whole timeframe	As a % of the contingency in the bid