



ENGINUITY 2021 COMPETITION

PERFORMANCE REVIEW FOR 'The Wolves of Milano'

MANAGEMENT TEAM

Claudio Bonalda

Alessandro Fusari

Francesca Faleri

Claudia Pacciani

Huseyin Keles

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

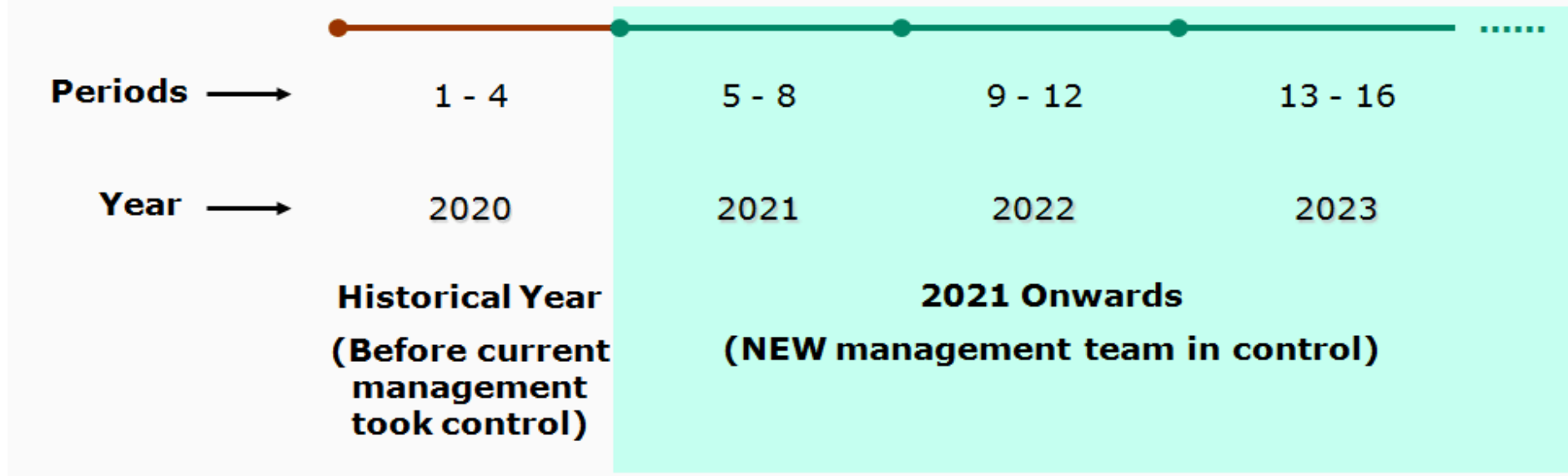
To implement the strategy **decisions** will have to be made in a number of key areas :-

- 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)

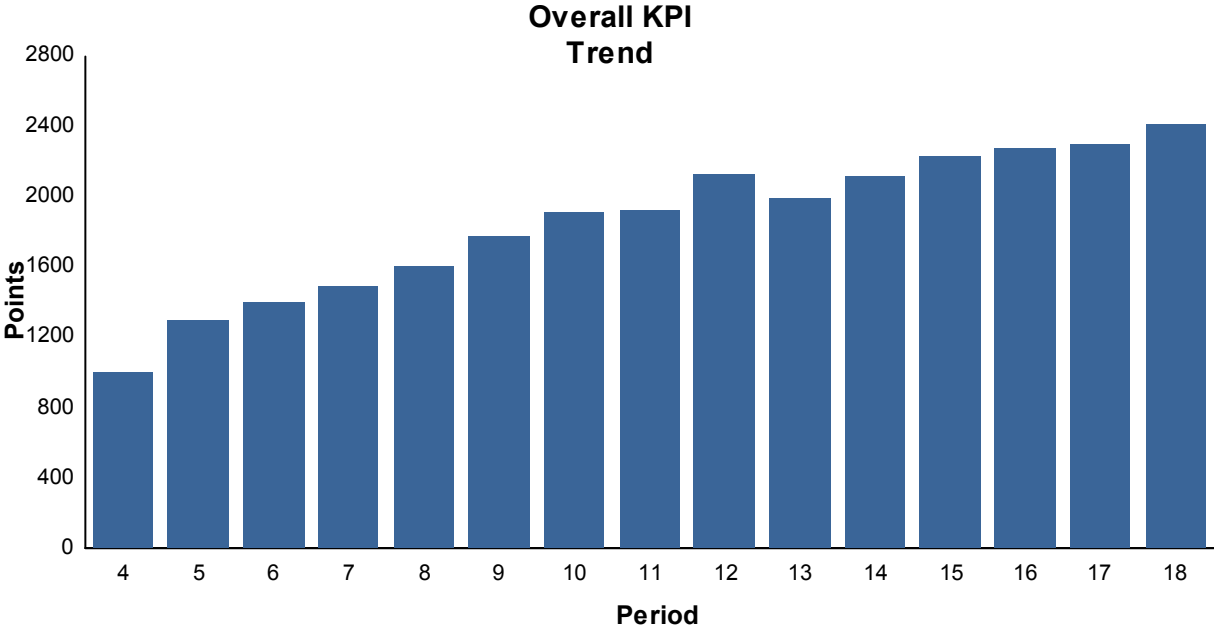
During the Later Years the teams compete 'head to head' against each other for work. This creates an even more uncertain and pressurized environment in which the skills and team dynamics formed in the early years are really put to the test.

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 2,416 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	189	154	183	150	113	124	166	90	83	1,301
6	Early Years	2021 (Q2)	57	193	165	195	164	129	128	178	84	103	1,396
7	Early Years	2021 (Q3)	65	201	180	215	174	141	128	174	82	134	1,494
8	Early Years	2021 (Q4)	74	214	202	244	181	168	125	159	82	159	1,608
9	Early Years	2022 (Q1)	77	226	218	268	186	186	156	197	87	178	1,779
10	Early Years	2022 (Q2)	80	243	240	300	191	198	168	202	87	200	1,909
11	Early Years	2022 (Q3)	87	242	243	329	194	198	153	178	86	216	1,926
12	Early Years	2022 (Q4)	91	249	253	353	198	228	188	211	109	244	2,124
13	Later Years	2023 (Q1)	95	242	246	372	195	252	101	113	107	267	1,990
14	Later Years	2023 (Q2)	96	250	250	396	194	267	162	94	111	291	2,111
15	Later Years	2023 (Q3)	97	243	240	406	196	275	220	113	118	319	2,227
16	Later Years	2023 (Q4)	101	234	230	422	198	290	223	117	114	346	2,275
17	Later Years	2024 (Q1)	105	226	221	440	200	302	204	110	114	370	2,292
18	Later Years	2024 (Q2)	109	214	206	440	202	349	231	138	124	403	2,416



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	12,809,450	159 %	End of timeframe	
Share price	1.03	1.82	77 %	End of timeframe	
Average capital base	4,086,919	6,527,623	60 %	Each period of timeframe	
Average capital base utilisation	73 %	93 %		Each period of timeframe	
Average turnover	11,827,670	19,038,010	61 %	Each period of timeframe	
Job profit	4.2 %	5.4 %		During whole timeframe	As a % of job costs
Overhead costs	1.8 %	1.4 %		During whole timeframe	As a % of job costs
Net operating profit	1.9 %	3.4 %		During whole timeframe	As a % of job costs after tax and interest
Dividend paid	1.8 %	0.4 %		During whole timeframe	As a % of job costs
Forward workload	17,800,340	58,708,690		End of timeframe	
Forward margin	692,358	956,479		End of timeframe	
OVERHEAD MANAGEMENT					
Market share	11 %	29 %		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 %	122 %		During whole timeframe	Optimum level is 100%
QHSE staffing level	100 %	120 %		During whole timeframe	Optimum level is 100%
Measurement staffing level	100 %	120 %		During whole timeframe	Optimum level is 100%
PROCUREMENT					
Number of jobs bid for	11	52		During whole timeframe	
Number of jobs won	6	25		During whole timeframe	
Bidding success rate	55 %	48 %		During whole timeframe	Jobs won as a % of jobs bid for
JOB PROGRESSION					
Project manager weighting	8.2	8.6		During whole timeframe	Out of 10
Project manager resignations	0	1		During whole timeframe	Due to insufficient bonus levels or being headhunted
Net gain from bonus payments to project managers	43,544	753,929		During whole timeframe	
Jobs finished early	0	19		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 %	14 %		During whole timeframe	As a % of total labour
Job completion efficiency	n/a	0.94		During whole timeframe	0 to 1, where 1 is the optimum level
Reduction in job costs (build) due to targeted investments	0.0 %	0.8 %		During whole timeframe	
Reduction in job costs (risk) due to targeted investments	0.0 %	0.4 %		During whole timeframe	
For D&B jobs, change in build cost due to consultant designer	0.0 %	-0.8 %		During whole timeframe	
Measure of risk contingency included in bids	1.0	0.8		During whole timeframe	0=No contingency, 1=sensible level, 2=full risk cost
Risk cost incurred before mitigating factors	56 %	87 %		During whole timeframe	As a % of the contingency in the bid
Change in risk cost incurred due to mitigating factors	-39.7 %	-47.2 %		During whole timeframe	
Risk cost incurred after mitigating factors	34 %	46 %		During whole timeframe	As a % of the contingency in the bid