

INGENUITY TUTORIAL



Forming Client Relationships



Forming Client Relationships

Each period a number of jobs are available in the market. The company's marketing effort will determine how many of the jobs the company identify (prequalify for).

Each job has a client, in either the public or private sector, for whom the work is to be carried out.



Forming Client Relationships

MAKING Procurement decisions for period 12 in the Early Years

Change period Key information Help

PROCUREMENT RESTRICTIONS

Company Based Limitations

NUMBER OF JOBS IN PROGRESS

At the start of the period, the number of jobs in progress is: 5 (job progression screen)
 The number of jobs in progress after bidding cannot exceed: 10 jobs
 Hence, the maximum number of jobs that can be won is: 5 jobs during bidding

VALUE OF WORK IN PROGRESS

The initial forward workload is: 33,450,760 (job progression screen)
 The current value of the capital base is: 4,724,308 (financial decision screen)
 The current capital base can support forward workload of: 47,243,080 (10 x capital base)
 Hence, the value of work that can be won cannot exceed: 13,792,320 during bidding

Job	Country	Type	BIM	Size	App Value	Duration	Description	Sector	Client	Job	Bid	Bid value
296	United Kingdom	BO	No	Small	2,000,000	3	Install circular wastewater storage tanks	Water & Sewage	Devon and Cornwall Water	296	No	0
297	India	BO	No	Large	16,000,000	5	New rail line	Transport	India Railway Company	297	No	0
298	United Kingdom	BO	No	Small	3,000,000	2	Refurbishment of listed building	Building & Commercial	East Midlands County Council	298	No	0
299	China	BO	Yes	Large	20,000,000	4	New freight depot at Chek Lap Kok Airp	Building & Commercial	Hong Kong Developments	299	No	0
300	United Kingdom	DB	Yes	Small	6,000,000	2	Branch extension	Building & Commercial	Madison Bank	300	No	0
301	United States	BO	Yes	Medium	10,000,000	4	Build metal centre and paint shop	Industrial	Stateside Autos	301	No	0
302	United Arab Emirates	DB	Yes	Large	17,000,000	5	Aqua City waterpark phase 2	Building & Commercial	Al Mahran Developments	302	No	0
303	United States	BO	No	Small	5,000,000	3	Laying of underground pipes	Water & Sewage	North America Water	303	No	0
304	China	BO	Yes	Medium	8,000,000	3	Hong Kong Stock Exchange modification	Building & Commercial	Hong Kong Developments	304	No	0
305	India	BO	Yes	Large	23,000,000	4	Nuclear power plant construction, phase	Energy	India Power Corporation	305	No	0
307	United Kingdom	BO	No	Small	2,000,000	3	Modernisation of hockey courts	Building & Commercial	Sport England	307	No	0
308	Canada	BO	Yes	Medium	8,000,000	4	Modify Portlands energy centre	Energy	TransCanada Energy	308	No	0
312	United Kingdom	BO	No	Medium	7,000,000	3	Tunnel work for HS2	Transport	HS Rail Connection Group	312	No	0
318	New Zealand	BO	Yes	Small	5,000,000	3	Pig processing plant modifications	Industrial	NAMCO Meat Products	318	No	0
325	Australia	BO	No	Medium	9,000,000	4	Dam modifications	Water & Sewage	NSW Energy	325	No	0

Consider the following example.

The company have prequalified for a job with the **HS Rail Connection Group**.

As the company prequalifies, tenders for and secures work with the client a **relationship** is built up between the two parties.

The **current state of the relationship** can be analysed using the **Display client details** option.

Display details for job 312

Display client details

Yes



Forming Client Relationships

Client Details

Gradings

HS RAIL CONNECTION GROUP

Based in: United Kingdom

Type: Public sector

Profile: A public company owned entirely by the Department for Transport, the Group is the company given the responsibility for building Britain's new high speed rail network consisting of 345 miles of brand new track connecting the North, Midlands and South of England, helping to bring Britain closer together.

The project is split into phases, with Phase One connecting the West Midlands and Phase Two planned to extend the line further north towards Manchester. HS2 trains will continue running on the existing rail network towards Scotland, stopping at over 25 stations in total, including eight of Britain's largest cities.

The company can **influence** their relationship with a client in a number of ways :-

Positively by :-

- Identifying and winning jobs
- Submitting competitive bids, even if jobs are not secured
- Managing jobs well, and completing them at least on schedule

Negatively by :-

- Submitting uncompetitive (poor) bids
- Managing the jobs poorly, and completing late
- Not keeping jobs on schedule

In this example, the company currently have a **fairly good** relationship with the HS Rail Connection Group, based upon a number of factors.

But why is the client relationship so important ?

How the relationship was formed						
Current relationship	Job	Country	Type	BIM	Factor affecting the relationship	Affect
fairly good						
	10	United Kingdom	BO	No	Small job identified in period 1	marginal improvement
					Job lost, but a competitive bid was submitted	small improvement
	27	United Kingdom	BO	Yes	Medium job identified in period 2	marginal improvement
					Job lost, but a competitive bid was submitted	small improvement
	29	United Kingdom	BO	No	Small job identified in period 2	marginal improvement
					Job won	reasonable improvement
					Quality of the project manager(s) used	noticeable improvement
					Job completed late	considerable deterioration
	52	United Kingdom	BO	No	Medium job identified in period 3	marginal improvement
					Job won	reasonable improvement
					Quality of the project manager(s) used	reasonable improvement
					Job completed on time	reasonable improvement
	105	United Kingdom	BO	No	Small job identified in period 5	marginal improvement
					No bid submitted	none
	131	United Kingdom	BO	No	Small job identified in period 6	marginal improvement
					No bid submitted	none



Forming Client Relationships

Measuring Performance

Assessing performance Help

KEY PERFORMANCE INDICATORS

PERFORMANCE SUMMARY

CLICK ON THE DATA IN A COLUMN TO SEE HOW THE SELECTED KEY PERFORMANCE INDICATOR WAS CALCULATED

End of 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
4	History	2022 (Q4)	40	170	120	170	130	80	70	100	70	50	1,000
5	Early Years	2023 (Q1)	50	163	124	170	153	85	89	129	73	59	1,095
6	Early Years	2023 (Q2)	60	157	131	172	179	83	123	178	75	84	1,242
7	Early Years	2023 (Q3)	73	173	173	183	196	96	103	150	85	96	1,328
8	Early Years	2023 (Q4)	80	177	183	186	207	97	113	154	87	111	1,395
9	Early Years	2024 (Q1)	90	186	193	193	217	105	100	132	95	141	1,452
10	Early Years	2024 (Q2)	96	191	189	195	224	121	102	131	94	170	1,513
11	Early Years	2024 (Q3)	98	194	183	193	232	139	123	154	96	196	1,608

PERFORMANCE INDICATORS

The company's relationships with ALL clients forms one of the **key performance indicators** upon which the progress of the company is measured.



Forming Client Relationships

Management Consultants Report

CLICK ON A REPORT LINE TO SEE IF ADDITIONAL HELP IS AVAILABLE

[ALL] 11 [ALL] MARKETING [ALL]

Category	Per	Status	Year/qtr	Job	In	Comment	Sub Category	Nature
OVH	11	Early Years	2024 (Q3)	326	IRQ	Prequalification only permitted due to the relationship with the client Iraq TranGen 2009	MARKETING	POSITIVE
OVH	11	Early Years	2024 (Q3)	331	UK	Prequalification only permitted due to the relationship with the client Master Brewers UK	MARKETING	POSITIVE

HELP IS AVAILABLE FOR THE COMMENT Prequalification only permitted due to the relationship with the client Iraq TranGen 2009

Choose the format you require for the helpdesk

PREQUALIFICATION

The level of a company's relationship with a client can determine whether or not the company prequalifies for new work with the client :-

- If the client relationship **has deteriorated**, 'poor' or worse, then the company may not be able to prequalify for work with a client.
- If the client relationship **has improved** to a certain level, prequalification may be possible even if the company's marketing effort may not have previously identified a job i.e., preferred bidder status with the client.



Forming Client Relationships

Client information				[ALL]	[ALL]	Procurement restrictions		Payment terms	
Name	Base country	Type	Current relationship	From period	Minimum relationship required to continue bidding	Retention	Late completion penalty	Early completion bonus	
India Railway Company	India	Public sector	satisfactory		no restriction	1.0 %	1.2 %	0.4 %	
India Water Company	India	Public sector	satisfactory	11	good	1.2 %	1.4 %	0.5 %	
Interstate Highways Agency	United States	Public sector	satisfactory		no restriction	1.0 %	1.2 %	0.4 %	
Iraq Energy	Iraq	Public sector	satisfactory		no restriction	1.5 %	1.6 %	0.8 %	
Iraq TranGen 2009	Iraq	Public sector	satisfactory		no restriction	1.0 %	1.2 %	0.4 %	
Johannesburg Vision	South Africa	Public sector	satisfactory		no restriction	1.0 %	1.2 %	0.4 %	
Kumal Developments	India	Private sector	satisfactory		no restriction	1.0 %	1.2 %	0.4 %	
London City Council	United Kingdom	Public sector	satisfactory		no restriction	1.0 %	1.2 %	0.4 %	
London Metropolitan Council	United Kingdom	Public sector	satisfactory		no restriction	1.1 %	1.2 %	0.5 %	
London Underground	United Kingdom	Public sector	satisfactory		no restriction	1.0 %	1.2 %	0.4 %	
London Water	United Kingdom	Public sector	satisfactory		no restriction	1.0 %	1.2 %	0.4 %	
London Underground	United Kingdom	Public sector	satisfactory		no restriction	1.0 %	1.2 %	0.4 %	
London Underground	United Kingdom	Public sector	satisfactory		no restriction	1.0 %	1.2 %	0.4 %	
London Underground	United Kingdom	Public sector	satisfactory		no restriction	1.0 %	1.2 %	0.4 %	
London Underground	United Kingdom	Public sector	satisfactory		no restriction	1.0 %	1.2 %	0.4 %	
London Underground	United Kingdom	Public sector	satisfactory		no restriction	1.0 %	1.2 %	0.4 %	
National Steel	United Kingdom	Private sector	satisfactory		no restriction	1.0 %	1.2 %	0.4 %	
National Transport	United Kingdom	Public sector	No relationship		no restriction	1.0 %	1.2 %	0.4 %	
New Forest County Council	United Kingdom	Public sector	satisfactory		no restriction	0.8 %	1.0 %	0.3 %	
North America Water	United States	Public sector	No relationship		no restriction	1.2 %	1.3 %	0.5 %	
North Wales County Council	United Kingdom	Public sector	fairly good		no restriction	0.6 %	0.8 %	0.2 %	
North-West County Council	United Kingdom	Public sector	satisfactory		no restriction	1.0 %	1.2 %	0.4 %	
NSW Energy	Australia	Private sector	No relationship		no restriction	1.4 %	1.6 %	0.7 %	
Orlando Adventure World	United States	Private sector	satisfactory		no restriction	1.0 %	1.2 %	0.4 %	
Pune Steel	India	Private sector	satisfactory		no restriction	1.0 %	1.2 %	0.4 %	

PROCUREMENT

As time passes, and depending upon economic conditions, clients may look to preferred bidders, and if the client relationship is not strong enough the client may refuse to accept the bid.

AEROPOWER

AeroPower is a US-based aerospace manufacturer with global service operations, and is a subsidiary of United Technologies (UT). Its aircraft engines are widely used in both civil and military aviation. Its headquarters are in Houston, Texas.

As one of the major aero-engine manufacturers, AeroPower competes with General Electric, Pratt & Whitney and Rolls-Royce, although it has also formed joint ventures with all of these companies in the past. In addition to aircraft engines, AeroPower manufactures gas turbines for industrial and power generation, marine turbines, and rocket engines. The company's over 30,000 employees support more than 8,000 customers in 170 countries around the world.



Forming Client Relationships

Client History

Navigate to "Main menu/Measuring performance/Assessing performance/Client history"

Client information Gradings

SUMMARY

DETAIL

How the relationship was formed

Client	Base	Current relationship	Job	Country	Type	BIM	Factor affecting the relationship	Affect
HS Rail Connection Group	UK	fairly good						
			10	United Kingdom	BO	No	Small job identified in period 1	marginal improvement
							Job lost, but a competitive bid was submitted	small improvement
			27	United Kingdom	BO	Yes	Medium job identified in period 2	marginal improvement
							Job lost, but a competitive bid was submitted	small improvement
			29	United Kingdom	BO	No	Small job identified in period 2	marginal improvement
							Job won	reasonable improvement
							Quality of the project manager(s) used	noticeable improvement
							Job completed late	considerable deterioration
				United Kingdom	BO	No	Medium job identified in period 3	marginal improvement
							Job won	reasonable improvement
							Quality of the project manager(s) used	reasonable improvement
							Job completed on time	reasonable improvement
				United Kingdom	BO	No	Small job identified in period 5	marginal improvement
							No bid submitted	none
					BO	No	Small job identified in period 6	marginal improvement
							No bid submitted	none
			230	United Kingdom	BO	No	Medium job identified in period 9	marginal improvement
							Job won	reasonable improvement
							Quality of the project manager(s) used	noticeable improvement
							The job is ahead of schedule	small improvement
			277	United Kingdom	BO	No	Small job identified in period 10	marginal improvement
							Bid rejected due to procurement restrictions	none
			312	United Kingdom	BO	No	Medium job identified in period 11	marginal improvement
							Job at the procurement stage	none
India Power Corporation	IND	satisfactory						
			305	India	BO	Yes	Large job identified in period 11	marginal improvement
							Job at the procurement stage	none
India Railway Company	IND	satisfactory						
			297	India	BO	No	Large job identified in period 11	marginal improvement
							Job at the procurement stage	none

The **Client History** provides a detailed analysis of the company's current relationship with each client.