



Enginuity 2014 Competition

Review of the Performance of "Belligerent Pundits"



THE TASK

A fledgling UK-based multinational construction company, with its headquarters in London, has been trading for just one year.

A new management team is needed to run the company for the foreseeable future.

The first task facing the new management team is to form a business strategy to satisfy the high demands of the company's shareholders, who are keen to see a quick return on their investment.

Although based in the UK, and subject to UK tax laws and interest rates, [expansion into overseas markets](#), and different continents, may be an attractive proposition. A lot will depend upon the prevailing economic climate in the UK, and worldwide.

Working in different countries will present some [particular challenges](#) to overcome, such as client restrictions, global competitors and environmental problems (extreme weather conditions, civil unrest, local labour problems etc).

However, the [potential rewards and opportunities](#) of operating globally, such as worldwide client base, niche markets and lucrative large-scale contracts, may outweigh the risks.



MANAGEMENT TEAM

Amey Gandhi
Anvay Hardikar

Alok Marathe
Sagar Kariya

Farzad Dastoor
Nihar Tople



TIMEFRAME

The company had already been operating for periods 1 to 4, known as the History year, before the new management team took control.

The new management team were in charge for two different stages.

The Early Years (periods 5-12)

During the Early Years the competition during the procurement process came from simulated companies, based in particular countries, who could tender for work in their own country only, or worldwide.

Each rival company had their own unique profile and tendering history, which had to be carefully assessed in order to formulate an effective procurement strategy for competing against them.

The Later Years (periods 13-18)

During the Later Years the competition during the procurement process came from the other 'human' teams in the competition. There was also competition for the services of project managers.

This created an even more uncertain and pressurised environment in which the skills and team dynamics formed in the early years were really put to the test.

KEY PERFORMANCE INDICATORS

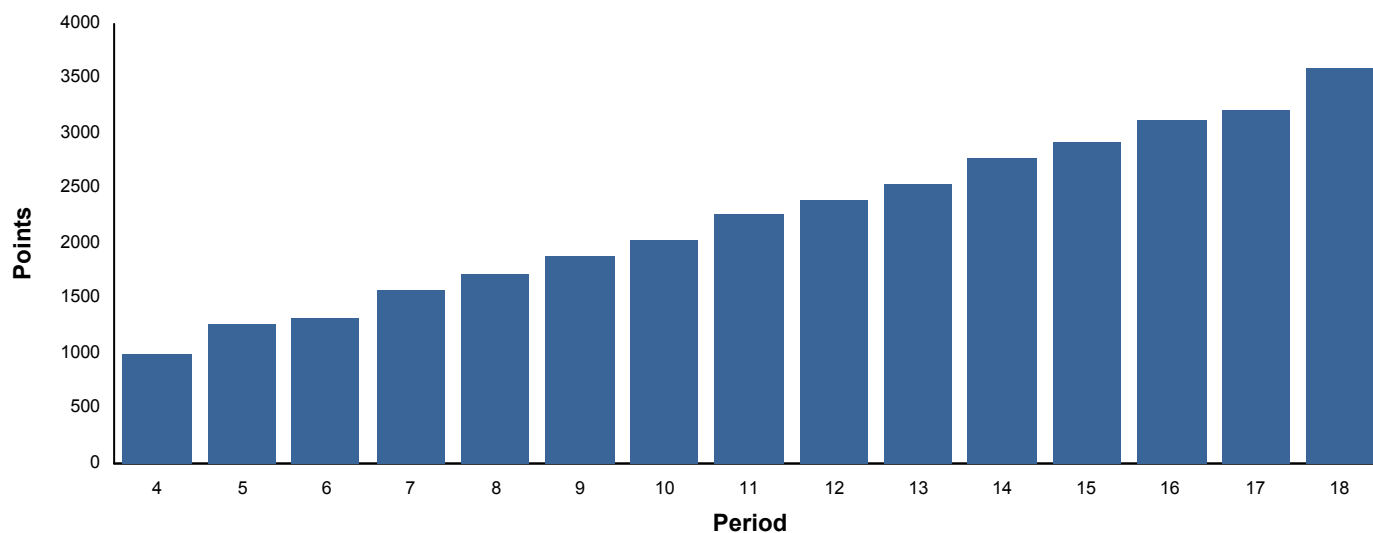
Performance indicators were used to measure the progress of the company in a number of key areas.

The indicators were weighted at the start of the early years to reflect their variability, initially to a 1,000 points

Overall company performance improved from 1,000 to 3,600 points

Period	Turnover	Gross Profit To Turnover	Operating Profit To Turnover	Company Value	Capital Employed	Contract Complete	Forward Workload	Forward Margin	Share Price	Client Satisfact	Total Rating
4	40	130	130	170	120	100	70	100	70	70	1,000
5	58	139	168	177	161	115	98	166	82	109	1,273
6	87	141	187	191	183	130	67	113	90	131	1,320
7	101	153	220	206	204	150	108	160	111	163	1,576
8	113	167	259	229	220	165	112	140	129	198	1,732
9	127	179	283	256	232	190	107	133	150	226	1,883
10	140	183	294	279	240	220	101	132	174	266	2,029
11	146	190	309	296	248	245	135	193	212	303	2,277
12	156	193	316	316	255	275	130	163	233	350	2,387
13	166	198	331	346	261	320	130	113	278	389	2,532
14	176	200	338	372	266	375	141	126	347	431	2,772
15	180	202	343	411	269	385	157	122	387	465	2,921
16	186	206	356	472	272	405	151	126	449	506	3,129
17	192	204	351	514	269	455	105	105	479	546	3,220
18	192	206	354	554	272	475	213	177	581	576	3,600

Overall KPI Trend



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

	<u>History</u>	<u>Since</u>	<u>Change</u>	<u>Basis</u>
Number of periods:	4	14		

Financial Management

Company value:	4,793,606	15,617,640	226 %	E
Share price:	1.25	10.38	730 %	E
Capital employed:	48 %	94 %		A
Turnover:	7,356,342	21,679,620	195 %	A
Job profit:	5.7 %	9.5 %		D % of job cost
Overhead costs:	3.4 %	2.3 %		D % of job cost
Operating profit:	1.8 %	5.2 %		D % of job cost; net, after tax and interest
Dividend paid:	2.9 %	1.5 %		D % of job cost

Overhead Management

Market share:	14 %	35 %		D % of the overall new work in the market identified
Market share split (UK):	60 %	29 %		D % of the market share in the UK
Market share split (OV):	40 %	71 %		D % of market share Overseas (outside the UK)
Head office staffing level:	100 %	212 %		D The benchmark was 100%; the optimum level was 200%
QHSE staffing level:	100 %	214 %		D The benchmark was 100%; the optimum level was 200%
Measurement staffing level:	100 %	215 %		D The benchmark was 100%; the optimum level was 200%

Procurement

Number of jobs bid for:	21	58		D
Number of jobs won:	10	37		D
Bidding success rate:	48 %	64 %		D Jobs won as a % of jobs bid for

Job Progression

Reduction in job costs:	0.11 %	1.72 %		D % due to targeted investments (build cost reductions)
Reduction in job costs:	0.12 %	0.37 %		D % due to targeted investments (risk cost reductions)
Risk cost incurred:	77 %	31 %		D As a % of the contingency in the bid
Project manager weighting:	7.8	9.1		D Out of 10
Jobs finished early:	0	22		D
Jobs finished on time:	3	13		D
Jobs finished late:	0	1		D
Job completion efficiency:	0.96	0.93		D 0 to 1 where 1 the optimum level

Future Outlook

Forward workload:	23,773,620	72,488,720		E
Forward margin:	1,132,632	2,002,058		E

Basis

The basis for setting each measure was :-

- E** (At the end of the timeframe)
- A** (An average for each period of the timeframe)
- D** (The value during the whole timeframe)