

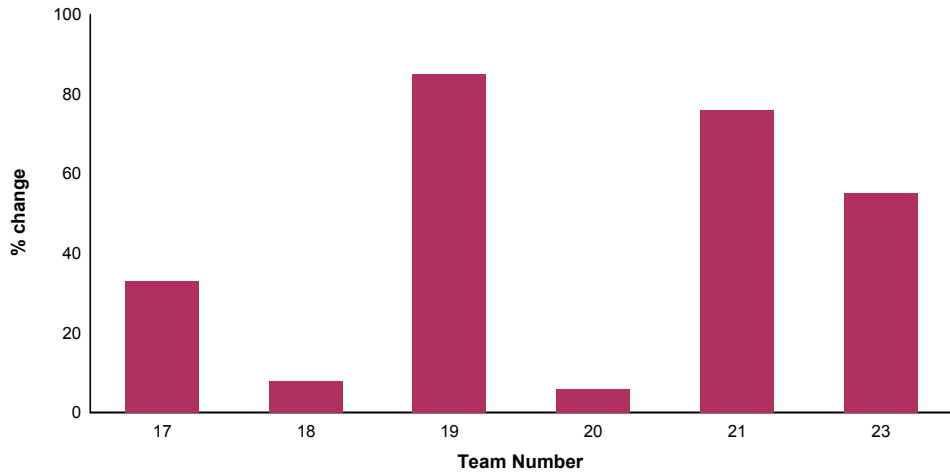


Costain 2014 Competition

Comparative Assessment Of Teams

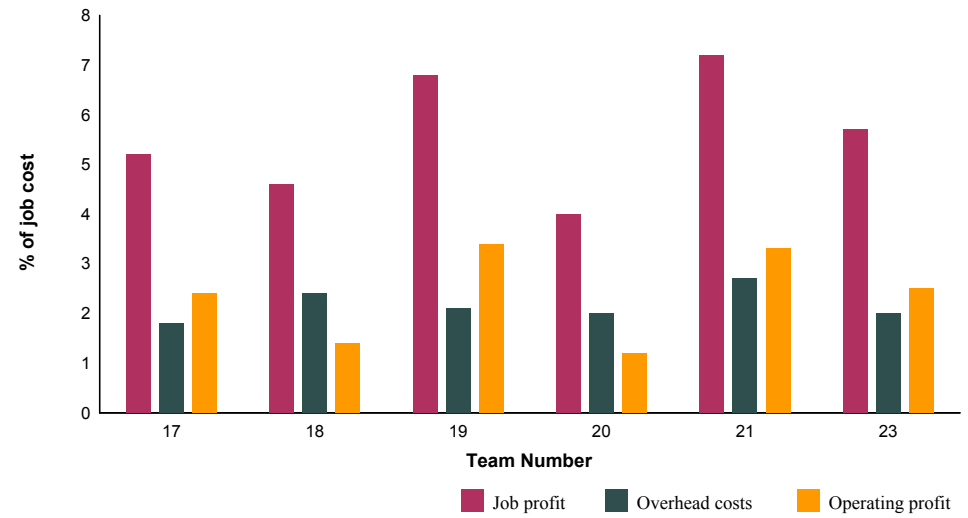
		FINANCE			OVERHEADS								PROCUREMENT				JOB PROGRESSION					
No.	Name	No. of periods in charge	% change in Comp Value	% change in Share Price	% Market Share	Marketing Department					% of required staffing level allocated for Head Office, QHSE and Measurement Departments			No. Jobs Bid For	No. Jobs Won	No. Jobs Lost	% Bidding Success Rate	Profitability (% of Job Costs)				
						IND	B&C	TRA	ENE	W&S	UK	OVR	H/O					QHSE	MEA	Job Profit	O/Head Costs	Oper Profit
17	Akliche	12	33	81	30	1	18	40	37	4	44	56	130	125	125	35	27	8	77	5.2	1.8	2.4
18	APM Solutions	12	8	22	31	0	33	24	23	21	36	64	145	173	173	68	27	41	40	4.6	2.4	1.4
19	Sky Blues	12	85	166	35	0	43	32	21	3	37	63	190	194	194	37	28	9	76	6.8	2.1	3.4
20	OLE	12	6	23	29	7	30	22	19	21	42	58	125	133	133	64	21	43	33	4.0	2.0	1.2
21	Business For Tomorrow	12	76	110	34	2	41	29	13	15	46	54	201	199	203	46	22	24	48	7.2	2.7	3.3
23	Engineering Tomorrow PLC	12	55	80	31	0	48	46	5	1	9	91	137	149	149	55	23	32	42	5.7	2.0	2.5

COMPANY VALUE



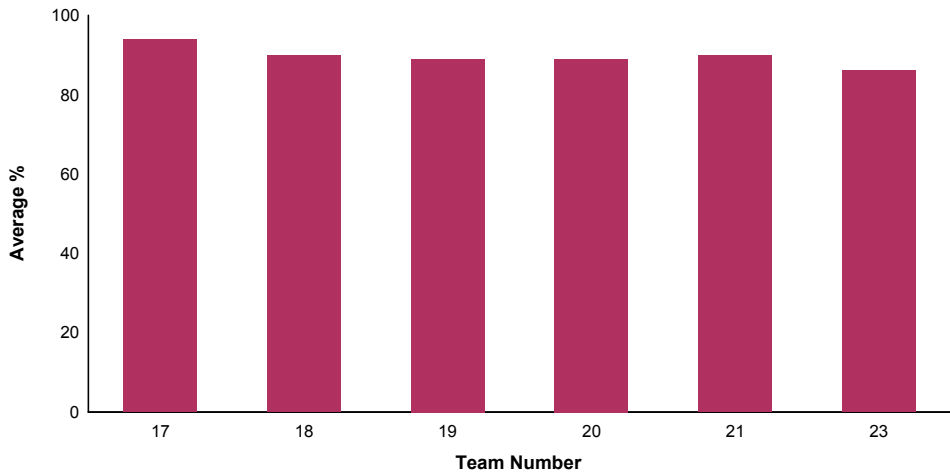
Increasing the value of the business is the prime objective of the management team.

PROFITABILITY



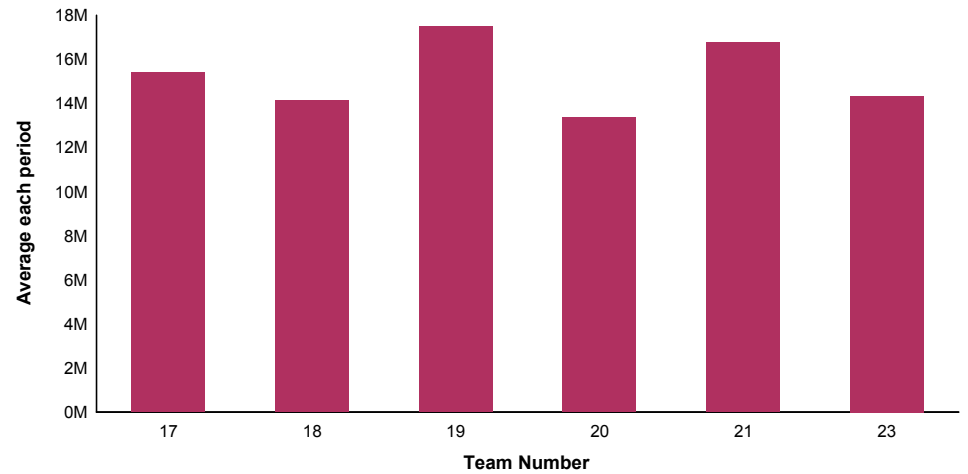
Managing jobs as profitably as possible, and keeping overhead costs under control, are both key drivers in ensuring that the company's operating profit is as healthy as possible. This ultimately feeds into the cash account, and affects company value.

CAPITAL EMPLOYED



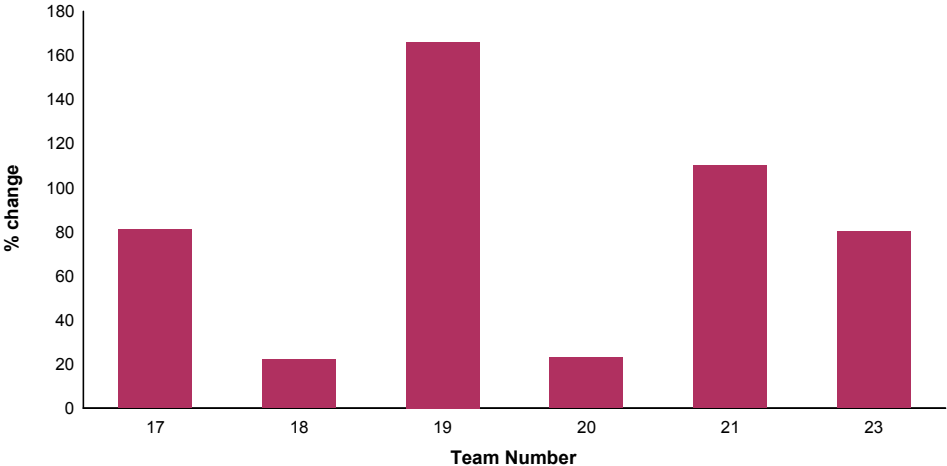
The Capital Employed measures how much of the company's capital base (infrastructure) is being utilised through winning and processing work.

TURNOVER



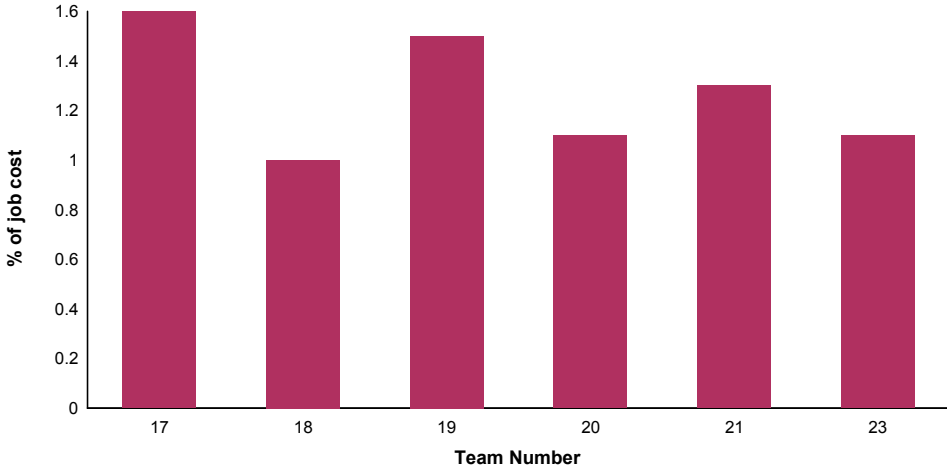
Identifying and securing new work ensures that the turnover (monies earned) across all jobs progressed is healthy.

SHARE PRICE



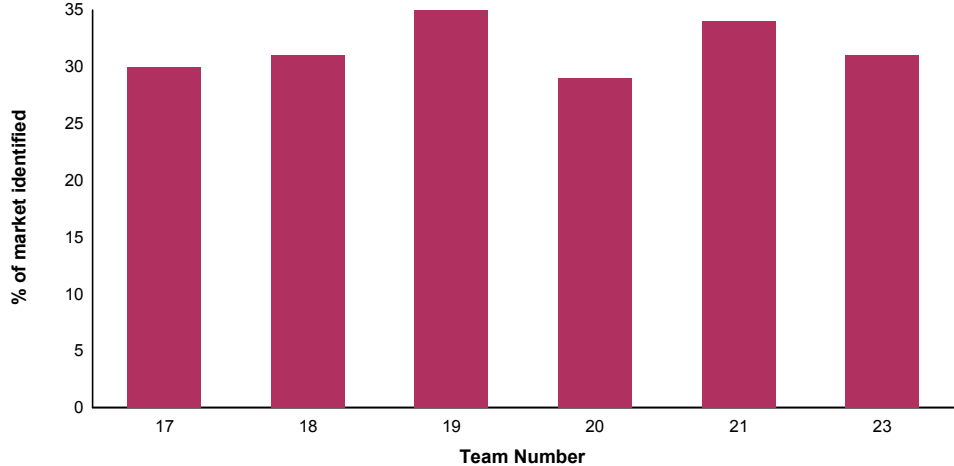
Shareholders like receiving high dividends. However, it is the company's share price, which takes into account a number of factors, that reflects how well a business is performing.

DIVIDEND PAID



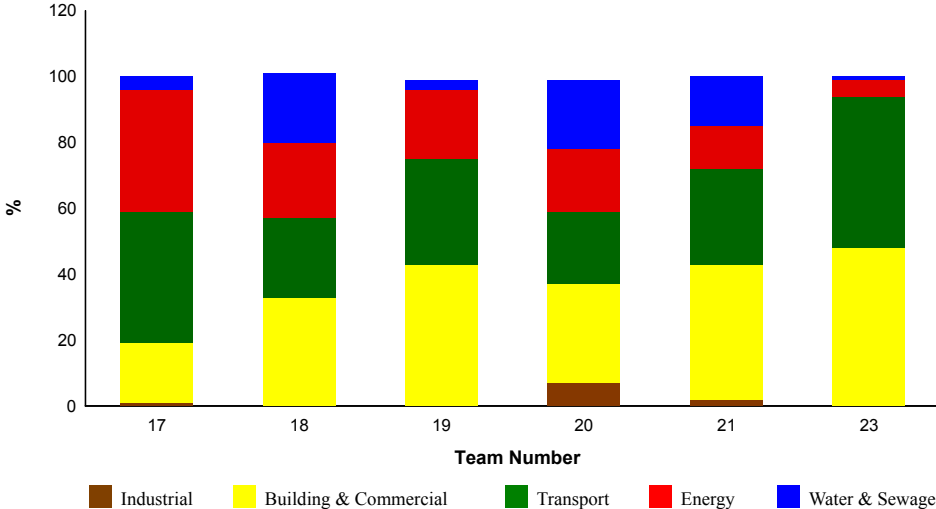
The level of dividend paid to shareholders should be in line with what the company can afford, and not exceed the operating profits of the business.

MARKET SHARE (OVERALL)

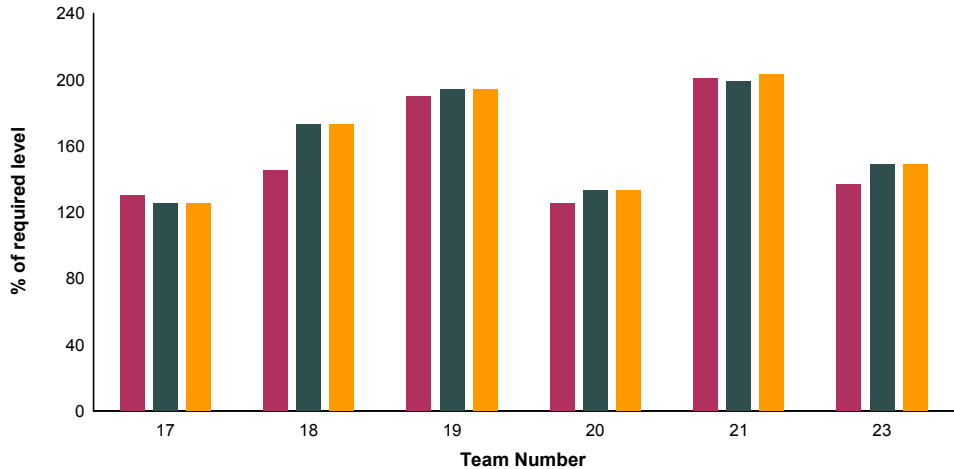


Developing an effective marketing strategy, and identifying new work in different sectors and locations (UK/Overseas) is critical to enable the business to grow by securing jobs through competitive bidding.

MARKET SHARE SPLIT (BY SECTOR)

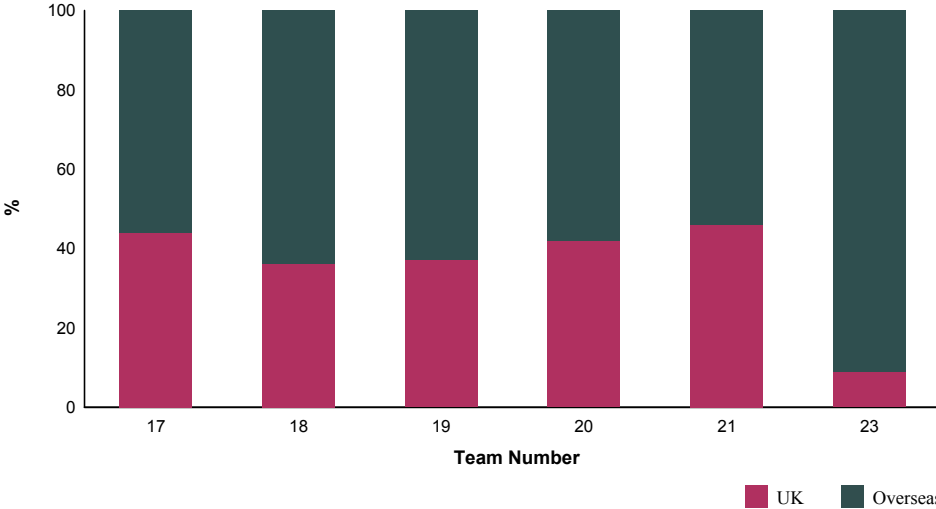


OVERHEAD STAFFING

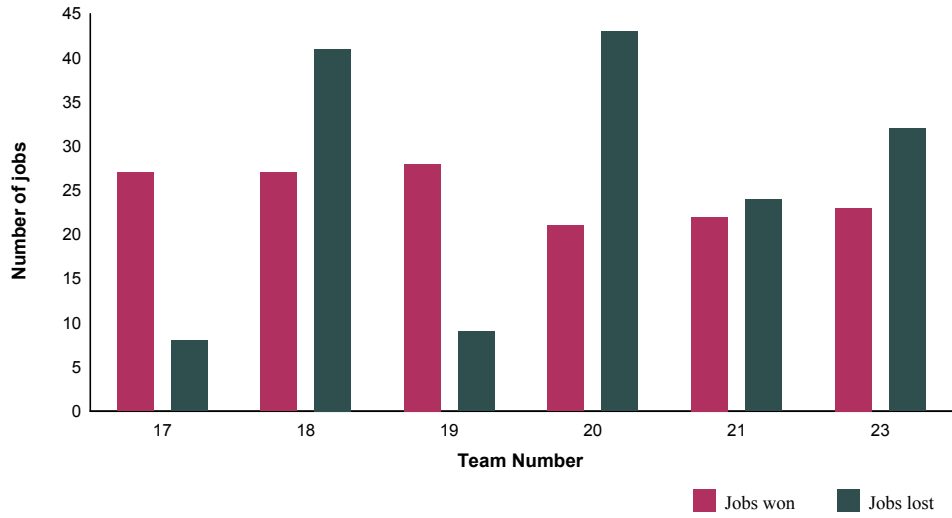


Efficient overhead management has a significant impact on operating profitability. 100% was the benchmark to have no adverse affects on costs and value, but the optimum level was 200%.

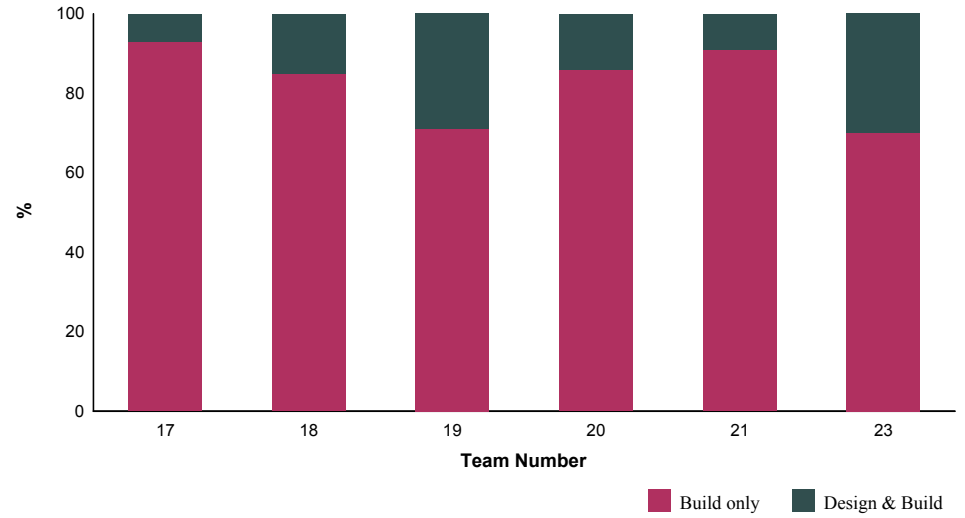
MARKET SHARE SPLIT (BY LOCATION)



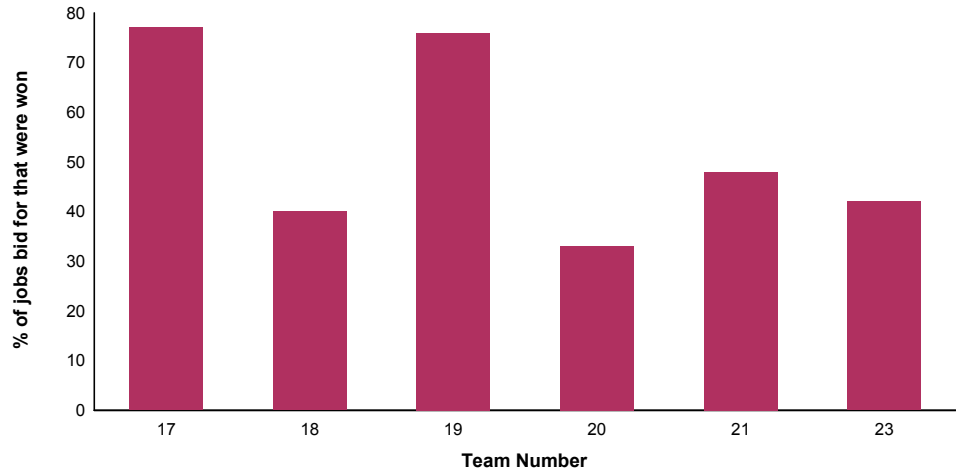
JOBS WON AND LOST



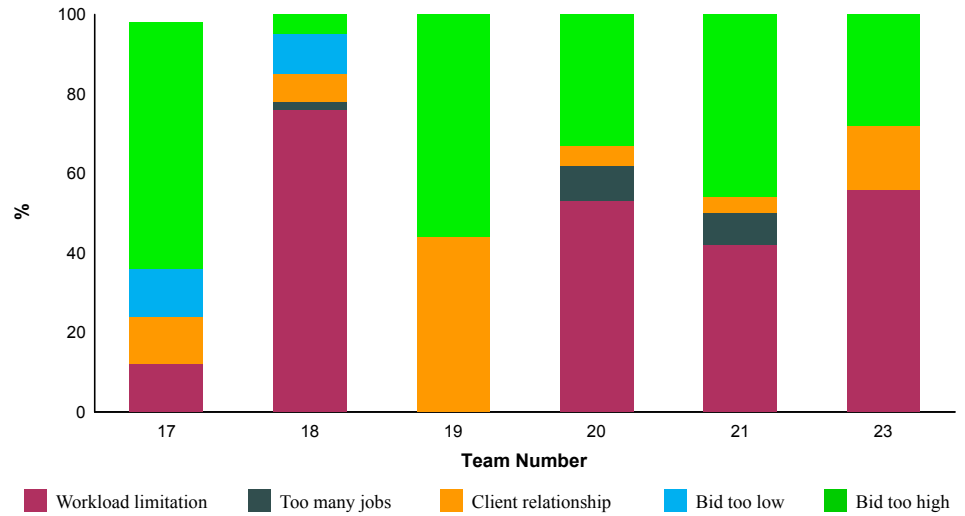
TYPE OF JOBS WON



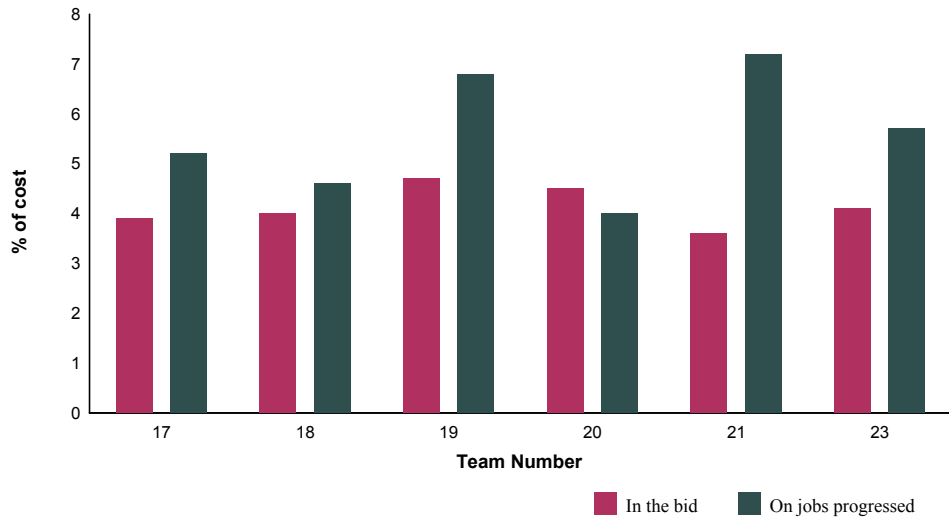
BIDDING SUCCESS



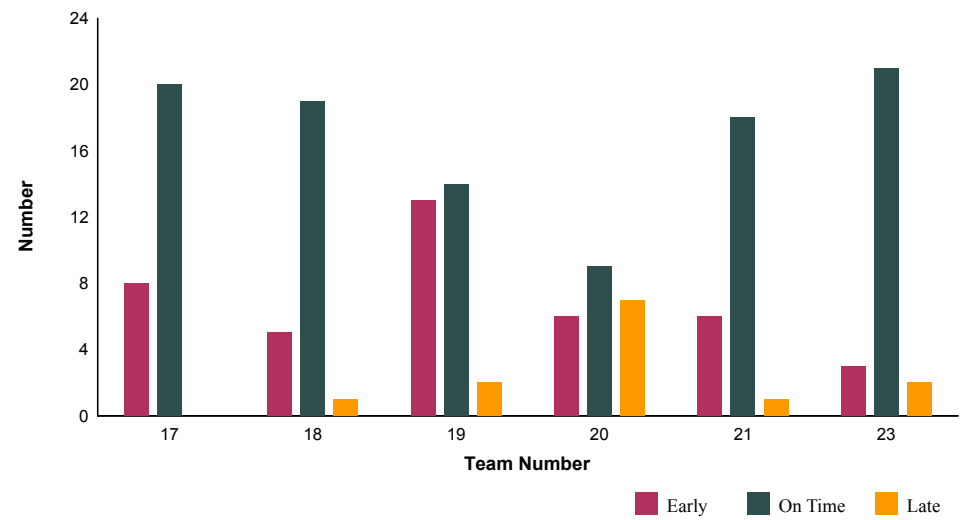
UNSUCCESSFUL TENDERS



MARGINS

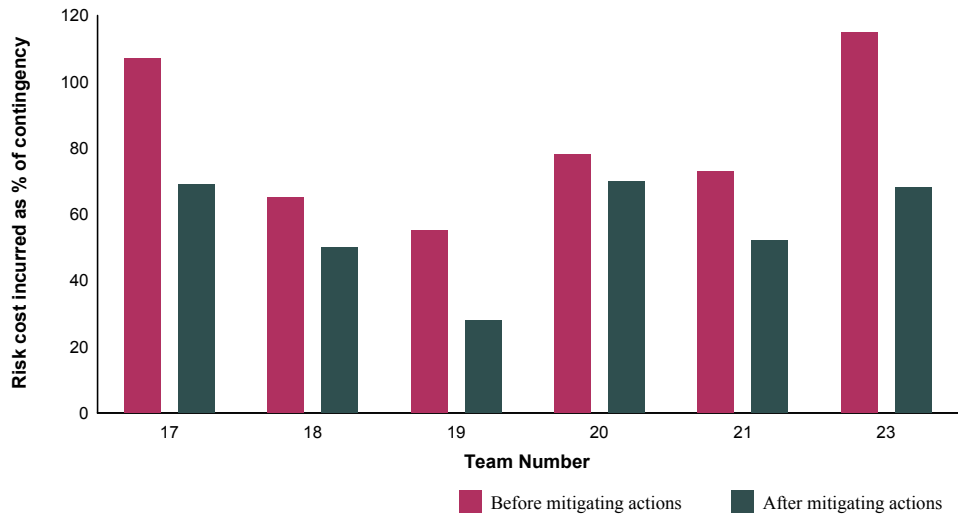


JOB COMPLETION



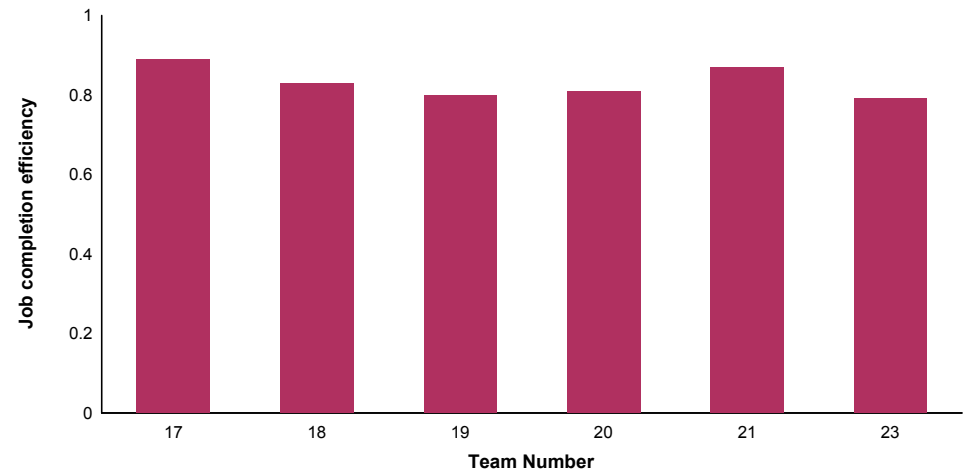
Early job completion earns a bonus from the client, frees off resources, and improves client relationship. Conversely, late completion incurs a penalty charge, and can significantly damage client relationship.

RISK MANAGEMENT



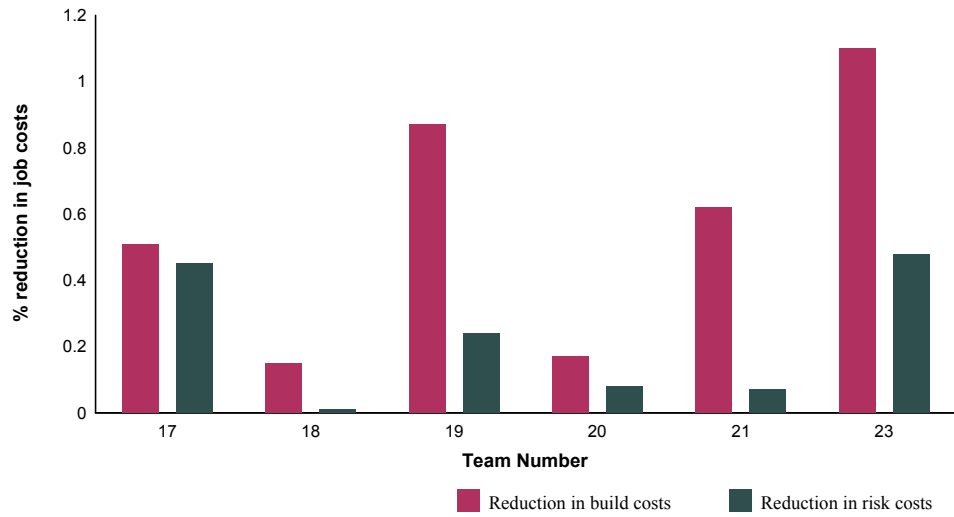
An effective risk management policy is crucial to keeping projects as profitable as possible.

LABOUR MANAGEMENT



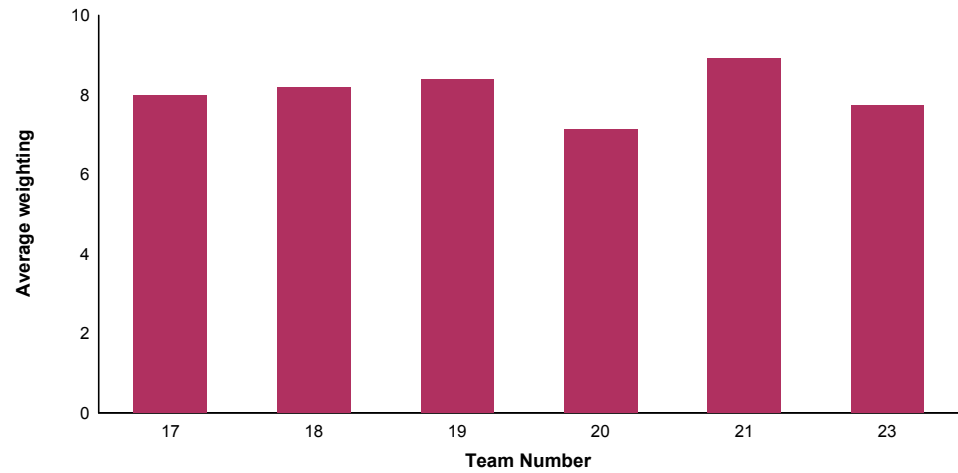
Completing jobs as efficiently as possible in terms of labour resourcing is key to maximising job profits. The efficiency rating is from 0 to 1, where 1 is the optimum level.

TARGETED INVESTMENTS



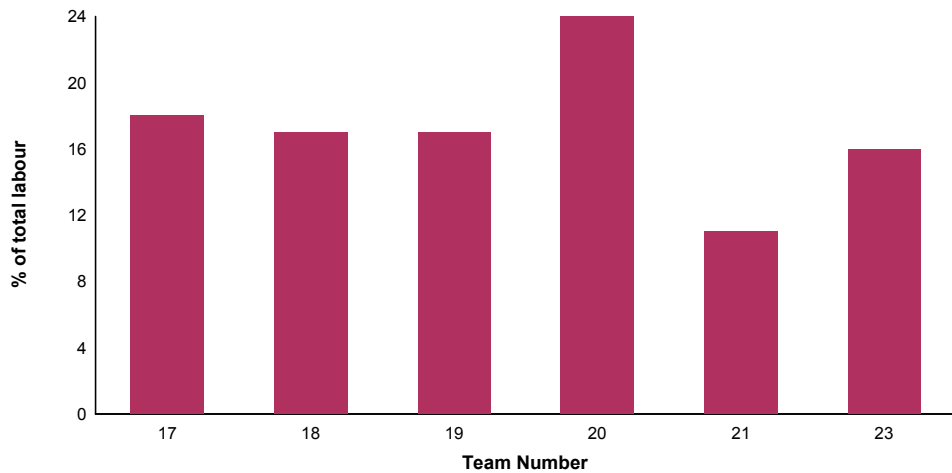
Targeted investments can reduce job costs, such as build and risk costs, significantly.

PROJECT MANAGER (PERFORMANCE)

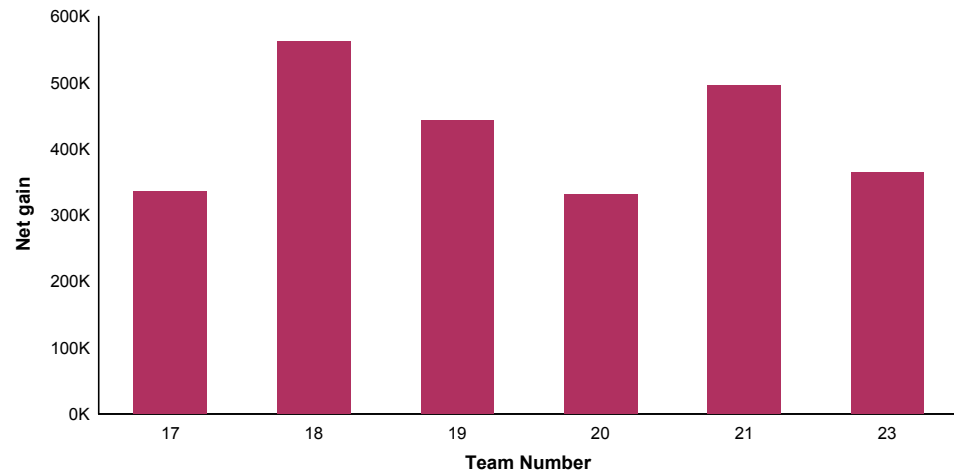


A project manager with well-matched experience for a particular type of job will handle available resources more efficiently, whilst a project manager with inappropriate experience will impair contract efficiency. Project managers are weighted from 1 (Poor) to 10 (The best possible).

SUBCONTRACTOR USAGE

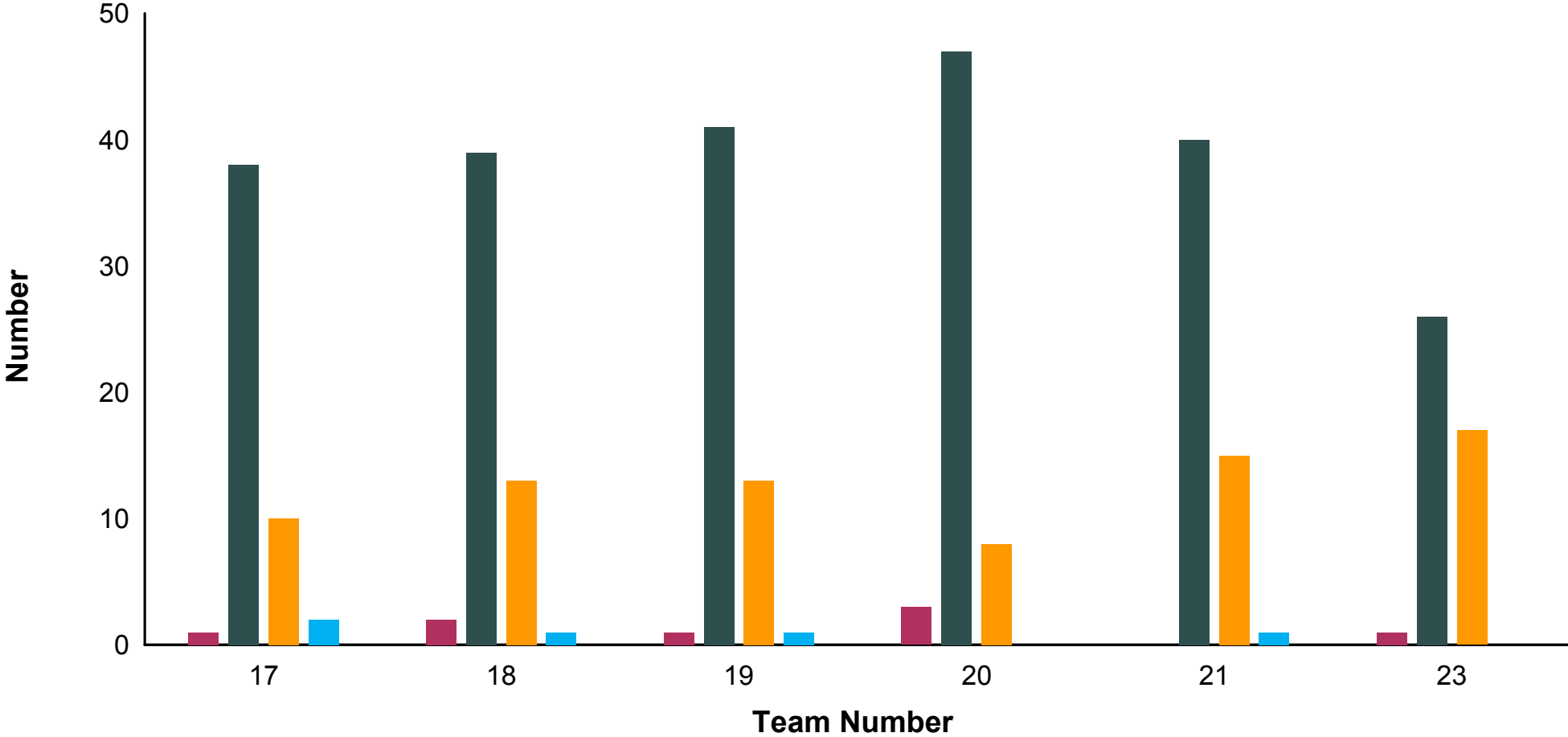


PROJECT MANAGER (BONUS AFFECT)



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).

CLIENT RELATIONSHIPS



- Poor or worst
- Satisfactory
- Fairly good to Extremely good
- Excellent or better