



# Enginuity 2016 Competition

## PERFORMANCE REVIEW FOR 'TG Tips'



### 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, making the key business decisions related to finance, marketing, overheads, procurement and job progression. The decisions are made for each period, which represents a quarter, or 3 months. The new management team need to form **an effective strategy to grow the business**, and 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, which changes as time progresses to provide a realistic and dynamic challenge for the new management team. 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.

**The decisions to be made, and fate of the company, rests in the hands of the new management team.**



### MANAGEMENT TEAM

Phil Turner  
Tom Imeson

Peter Cox  
Matthew Dick

Eunan McGregor  
Christine Lozynskyj



### SPONSOR

Tony Gee and Partners



### 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 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.

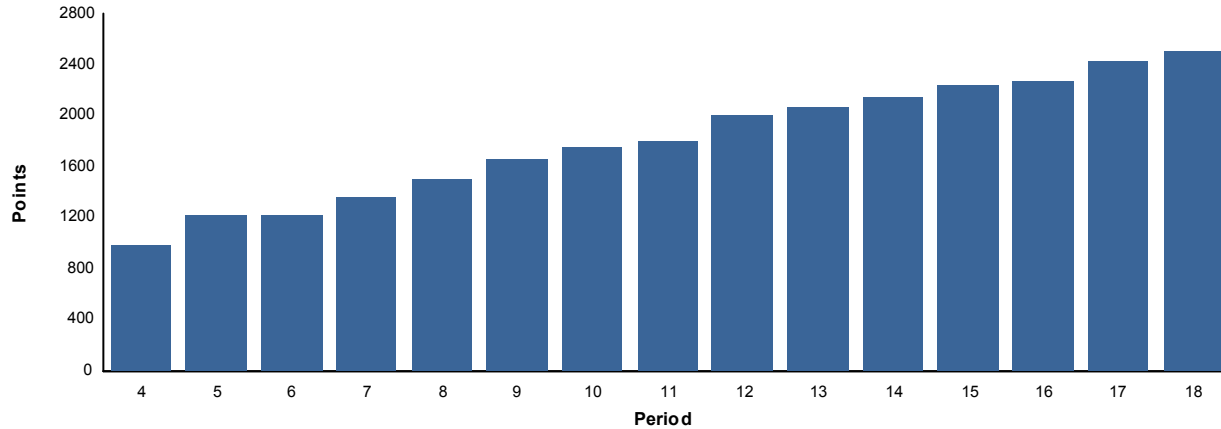
# KEY PERFORMANCE INDICATORS

Performance indicators were used to measure company progress in a number of key areas. They 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 2,516 points

Base Period	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	40	130	130	170	120	100	70	100	70	70	1,000
5	48	143	164	177	142	130	99	140	80	99	1,222
6	58	132	151	179	157	130	98	128	76	111	1,220
7	67	143	174	191	168	170	98	120	84	148	1,363
8	76	157	199	208	177	190	103	121	98	184	1,513
9	83	165	216	225	183	235	115	129	112	206	1,669
10	87	165	216	232	188	245	130	140	115	245	1,763
11	93	167	222	247	190	260	103	117	126	278	1,803
12	96	171	226	257	194	300	151	164	141	316	2,016
13	102	172	230	273	196	315	131	135	157	353	2,064
14	108	171	226	281	199	355	149	117	163	386	2,155
15	114	169	227	294	201	385	147	115	179	420	2,251
16	115	169	221	290	202	405	149	114	168	446	2,279
17	118	171	226	303	204	420	166	148	205	475	2,436
18	120	168	223	298	204	470	178	158	201	496	2,516

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

	History	Since	Change	Basis
Number of periods:	4	14		
<b>Financial Management</b>				
Company value:	4,886,205	8,569,151	75 %	E
Share price:	1.18	3.38	186 %	E
Capital employed:	68 %	97 %		A
Turnover:	10,522,050	18,765,870	78 %	A
Job profit:	4.4 %	5.8 %		D % of job cost
Overhead costs:	1.8 %	1.5 %		D % of job cost
Operating profit:	1.9 %	3.4 %		D % of job cost; net, after tax and interest
Dividend paid:	2.0 %	1.8 %		D % of job cost
<b>Overhead Management</b>				
Market share:	12 %	32 %		D % of the overall new work in the market identified
Market share split (UK):	45 %	44 %		D % of the market share in the UK
Market share split (OV):	55 %	56 %		D % of market share Overseas (outside the UK)
Head office staffing level:	100 %	122 %		D The benchmark was 100%
QHSE staffing level:	100 %	128 %		D The benchmark was 100%
Measurement staffing level:	100 %	128 %		D The benchmark was 100%
<b>Procurement</b>				
Number of jobs bid for:	10	55		D
Number of jobs won:	6	33		D
Bidding success rate:	60 %	60 %		D Jobs won as a % of jobs bid for
<b>Job Progression</b>				
Jobs finished early:	1	19		D
Jobs finished on time:	0	14		D
Jobs finished late:	0	0		D
Job completion efficiency:	0.96	0.88		D 0 to 1, where 1 is the optimum level
Reduction in build cost:	0.00 %	0.90 %		D % due to targeted investments
Risk cost incurred:	50 %	43 %		D As a % of the contingency in the bid
Change in risk cost:	-10.9 %	-15.2 %		D % due to mitigatng factors
Project manager weighting:	7.8	8.6		D Out of 10
<b>Future Outlook</b>				
Forward workload:	22,485,540	57,316,660		E
Forward margin:	866,077	1,368,337		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)