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## Performance Report

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### Challenger

Simulation Number: **7234621-04**  
Consulting Firm Competition T19B S2 2019

Xuefei Deng

Yang Xu

Junfeng Li

YIYI LIU

### Period

Cumulative Results to end of Month 5 of 6

### End Date

September 15, 2019 3:00:00 AM UTC

### Report Date

September 19, 2019 4:34:21 UTC

# 71%

## 2 of 5

**Profit** \$637,719

**Revenue** \$1,988,382

**Ethics** Average 85%

**HR Score** 77%

**Highest Score** 100% (1 of 5) at Month 1

**Lowest Score** 60% (2 of 5) at Month 3



VP Finance

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VP Operations

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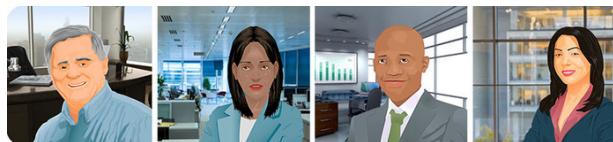
VP Products

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VP Marketing

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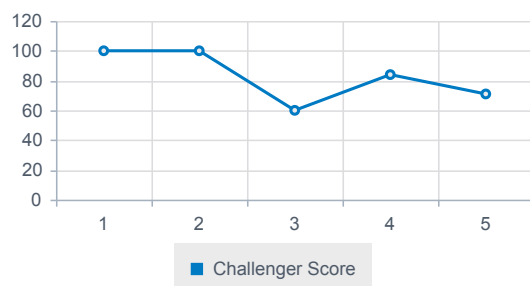
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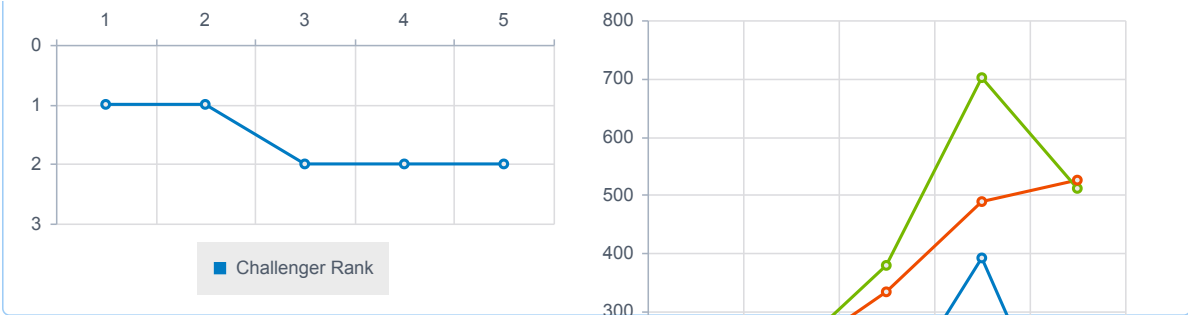
## Score Formula

**Scoring Method: Score = Net Profit (normalized to 100%)**

Net Profit = Assets - Liabilities - Startup Capital

## Rankings





Cumulative Results from Month 1 to Month 5  
Dollars Amounts in Thousands

Rank	Score	Company	Profit Rank	Revenue Rank	Profit Dollars	Revenue Dollars	Ethics Avg.
1	100%	Galaxy CG	1	1	\$904	\$638	90%
2	71%	Challenger	2	2	\$181.7	\$511	85%
3	49%	Aster	3	3	\$292	\$575	72%
4	38%	Buss Corp	4	4	\$129	\$445	95%
5	32%	JAST	5	5	\$190	\$444	95%

Results for Month 5  
Dollars Amounts in Thousands

Company	Profit Dollars	Revenue Dollars	Units Sold	Ethics
Galaxy CG	\$164	\$650	2,602	100%
Challenger	\$18.17	\$511	2,051	100%
Aster	\$292	\$575	3,024	100%
Buss Corp	\$129	\$445	2,117	90%
JAST	\$190	\$444	1,975	43%

Mergers & Acquisitions

Cumulative Results from Month 1 to Month 6  
Amounts in (\$ Thousands)

Business	Profit \$	Revenue \$	Units Sold	Assets \$	Liabilities \$	Equity \$	Share Price \$	Edit Merger
Buss Corp	491	1,896	9,201	881	0.00	881	0	
JAST	768	2,116	11,861	1,158	0.00	1,158	0	
Galaxy CG	1,222	3,072	12,288	1,612	0.00	1,612	0	
Challenger	860	2,586	12,000	1,250	0.00	1,250	0	
Aster	741	2,199	11,875	1,131	0.00	1,131	0	













Conglomerates

0

Achievements

The chart lists the period in which an achievement was earned. Period achievements are shown first, followed by cumulative achievements. Refer to help for more information on achievements.

Company	Profit Leader	Revenue Leader	Units Sold Leader	Disabled	Brand Leader	Advertising Leader	Market Share by Revenue Leader	Market Share by Units Sold Leader	HR Leader	Ethics Leader	Total Achievements Earned
Galaxy C	2 3 3 4 5	2 3 4 5 3 4 5	3 4		3 4 5 4 5	3 4 5	2 3 4 5 3 4 5	3 4	1 2 3 4 5 1 2 3 4 5	1 4 5 1 2 3 4 5	28 21
Challeng	1 4	1	1			2	1	1		3 4 5	10

	 1 2	 1 2	 1 4 5			 1 2	 1 2 3 4 5			 14
Aster	5		5		5		5		4 5	6
Buss Cor				 2 2 3					2 3 4	 4 2
JAST			 2 2 3	 1 1	 1 3 4 5 1 2 3 4 5		2		3 4	 9 8

Inventory

Cumulative Results from Month 1 to Month 5

Company	Units Sold	Units Expired	Missed Unit Sales Total	Missed Unit Sales Sydney	Missed Unit Sales Melbourne	Missed Unit Sales Perth
Galaxy CG	9,250	2,274	900	297	314	289
Challenger	9,600	1,373	1,723	580	33	1,110
Aster	8,119	1,880	2,256	1,148	387	721
Buss Corp	6,635	3,165	2,330	744	266	1,320
JAST	8,490	2,045	2,095	502	52	1,541

Market Share

Cumulative Results from Month 1 to Month 5

Dollars Amounts in Thousands

Rank	Score	Company	Market Share by Revenue	Market Share by Units Sold	Revenue Sydney	Revenue Melbourne	Revenue Perth	Units Sold Sydney	Units Sold Melbourne	Units Sold Perth
1	100%	Galaxy CG	27%	22%	\$901	\$427	\$985	24%	19%	22%
2	71%	Challenger	24%	23%	\$599	\$556	\$834	20%	32%	21%
3	49%	Aster	18%	19%	\$622	\$198	\$669	23%	12%	20%
4	38%	Buss Corp	16%	16%	\$375	\$409	\$598	12%	21%	16%
5	32%	JAST	15%	20%	\$442	\$258	\$577	20%	16%	22%

Competitiveness

Cumulative Results from Month 1 to Month 5

Rank	Score	Company	Price	Specialisation	Digital Solutions	Project Management	Industry Expertise	Brand Sydney	Brand Melbourne	Brand Perth	Advertising Sydney	Advertising Melbourne
1	100%	Galaxy CG	60%	Auditing	80%	100%	100%	100%	98%	100%	100%	100%
2	71%	Challenger	60%	Auditing	100%	81%	73%	51%	100%	65%	79%	80%
3	49%	Aster	100%	Accounting	82%	49%	64%	46%	49%	36%	100%	100%
4	38%	Buss Corp	80%	Accounting	36%	38%	45%	25%	65%	32%	61%	68%
5	32%	JAST	80%	Tax	58%	49%	82%	30%	62%	39%	100%	100%

Human Resources

Month 5 (Not Cumulative)

HR Rank	HR Score	Company	Number of Employees	Productivity	Employee Morale	Turnover Rate	Salary Score	Benefits Score
1	87%	Galaxy CG	26	88%	90%	6%	97%	69%
2	77%	Challenger	37	36%	77%	12%	81%	100%
4	64%	Aster	21	39%	54%	24%	93%	57%
3	68%	Buss Corp	21	34%	62%	19%	90%	74%
3	69%	JAST	20	37%	59%	21%	85%	85%

Ethics

Average: 85%  
Current: 100%  
Lowest: 62% at Month 1

Highest: 100% at Month 3

# Historical Performance

x = Not Selling in Territory

Month	Rank	Profit	Revenue	Market Share Sydney	Market Share Melbourne	Market Share Perth	Ethics	Units Expired	Missed Unit Sales
5	2	2	2	19%	19%	20%	100%	765	0
4	2	2	2	28%	31%	28%	100%	0	102
3	2	2	2	18%	34%	20%	100%	0	1,474
2	1	1	1	14%	31%	23%	65%	608	114
1	1	1	1	20%	57%	x	62%	0	33

Month	Price	Specialisation	Digital Solutions	Project Management	Industry Expertise	Brand Sydney	Brand Melbourne	Brand Perth	Inventory Sydney	Inventory Melbourne	Inventory Perth
5	60%	Auditing	100%	81%	73%	51%	100%	65%	30%	30%	40%
4	50%	Tax	97%	91%	57%	42%	100%	64%	30%	30%	40%
3	50%	Tax	80%	100%	50%	39%	81%	77%	25%	45%	30%
2	60%	General	59%	100%	50%	28%	79%	44%	20%	45%	35%
1	80%	General	27%	50%	0%	6%	100%	x	50%	50%	0%

Month	Company	HR Rank	HR Score	Number of Employees	Productivity	Employee Morale	Turnover Rate	Salary Score	Benefits Score
5	Challenger	2	77%	37	36%	77%	12%	81%	100%
4	Challenger	3	69%	22	34%	67%	17%	81%	77%
3	Challenger	2	72%	19	33%	75%	13%	83%	82%
2	Challenger	2	76%	10	39%	76%	13%	84%	95%
1	Challenger	3	62%	6	56%	61%	20%	100%	16%


## Events

Month	Description
5	Market demand in all cities is 20% higher than base levels this month.
4	Market demand in all cities is 10% higher than base levels this month.

## Reports Purchased

Competitiveness (Month 05)  
Market Share and Size (Month 05)  
Consumer Profiles - Sydney (Month 04)  
Consumer Profiles - Perth (Month 04)  
Media Research (Month 04)  
Competitiveness (Month 03)  
Consumer Profiles - Melbourne (Month 03)  
Consumer Profiles - Perth (Month 03)  
Brand Equity - Sydney (Month 02)  
Competitiveness (Month 02)  
Consumer Profiles - Perth (Month 02)  
Consumer Profiles - Melbourne (Month 01)

## Balance Sheet




Balance Sheet

Challenger

As of End of Month 5

(\$ Thousands)





	P4	P5
<b>Assets</b>		
Cash	923	950
Inventory	0.00	0.00
Property, Plant & Equipment	90.00	90.00
<b>Total Assets</b>	<b>1,013</b>	<b>1,040</b>
<b>Liabilities</b>		
Loan - (20,000)	0.00	0.00
Loan - (5,000)	3.49	1.83
Loan - (20,000)	0.00	10.48
<b>Total Liabilities</b>	<b>3.49</b>	<b>12.30</b>
<b>Equity</b>		
Retained Earnings (Net Profit)	620	638
Capital from shares sold	0.00	0.00
Startup Capital	390	390
<b>Total Equity</b>	<b>1,010</b>	<b>1,028</b>

The above statement represents a simplified Balance Sheet. Depreciation, Amortization, Capitalization of R&D, and other accounting items are not shown and do not affect the simulation.

CASH is the amount of funds a company has available. You do not have direct access to all of this cash. Instead, your company is assigned a set budget each period you can apply to marketing and/or production. This budget is taken from cash. Profits add to cash. Losses reduce cash.

PROPERTY, PLANT, and EQUIPMENT are the non-cash assets a company has when it begins. You cannot make any decisions with regards to these assets. They are shown on the Balance Sheet and never change.

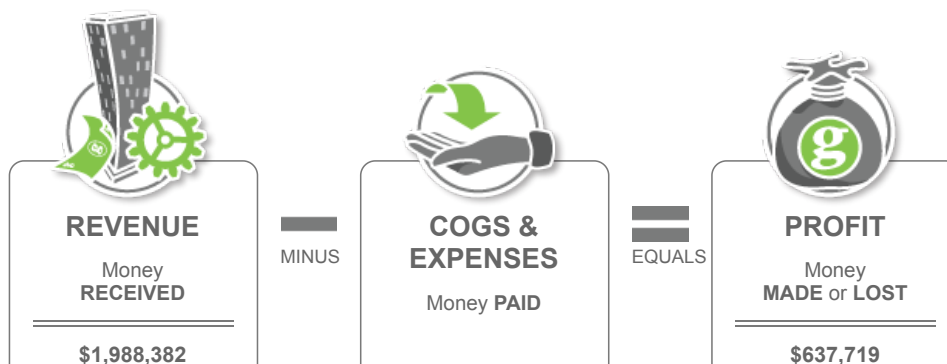
EQUITY - STARTUP CAPITAL is the amount of investment the company raised when it first started. It is the sum of Cash when the company first started and Property, Plant, and Equipment. It is shown on the Balance Sheet and never changes.

SUBTOTAL columns are automatically created every 4 periods. To view historical results of individual periods that have been subtotaled, review old Performance Reports.

## Profit and Loss

### Profit and Loss

Challenger  
(\$ Thousands)



**\$1,350,663**

	P1-P4	P5	Total All-Time
<b>Revenue</b>	1,478	511	<b>1,988</b>
<b>Cost of Goods Sold</b>	262	82.04	<b>344</b>
<b>Other Income</b>	0.00	0.00	<b>0.00</b>
<i>Subtotal Gross Profit</i>	1,216	429	<b>1,644</b>
<b>Operating Expenses</b>			
General and Administrative	23.82	6.50	<b>30.32</b>
Human Resources			
Research & Development	42.90	36.80	<b>79.70</b>
Production	78.65	38.70	<b>117</b>
Sales & Marketing	25.10	19.80	<b>44.90</b>
Operations	18.80	13.20	<b>32.00</b>
Management	24.47	12.60	<b>37.07</b>
Benefits and Programs	26.56	48.44	<b>75.00</b>
Hiring Costs	35.50	31.00	<b>66.50</b>
Severance Costs	3.00	0.00	<b>3.00</b>
Training Costs	4.05	12.50	<b>16.55</b>
Turnover Costs	42.50	19.50	<b>62.00</b>
Expired Units	18.24	30.60	<b>48.84</b>
Loan Interest Payments	2.50	2.35	<b>4.85</b>
Sales & Marketing			
Advertising - Brand - Sydney	11.00	11.00	<b>22.00</b>
Advertising - Brand - Melbourne	9.60	5.50	<b>15.10</b>
Advertising - Brand - Perth	13.50	11.00	<b>24.50</b>
Advertising - Price Discount - Sydney	0.00	0.00	<b>0.00</b>
Advertising - Price Discount - Melbourne	0.00	0.00	<b>0.00</b>
Advertising - Price Discount - Perth	0.00	0.00	<b>0.00</b>
Sales Promotion - Sydney	11.00	11.00	<b>22.00</b>
Sales Promotion - Melbourne	9.60	5.50	<b>15.10</b>
Sales Promotion - Perth	13.50	11.00	<b>24.50</b>
Research & Development			
Specialisation	15.00	10.00	<b>25.00</b>
Digital Solutions	30.00	15.00	<b>45.00</b>
Project Management	30.00	15.00	<b>45.00</b>
Industry Expertise	20.00	20.00	<b>40.00</b>
Change costs to update processes/equipment	15.00	20.00	<b>35.00</b>
Change costs to upgrade product inventory	0.00	0.00	<b>0.00</b>
Other			
Expansion to other territories	55.00	0.00	<b>55.00</b>
Market Research Reports	17.00	3.50	<b>20.50</b>
Miscellaneous Expenses	0.00	0.00	<b>0.00</b>
Legal	0.00	0.00	<b>0.00</b>
<i>Subtotal Expenses</i>	596	410	<b>1,007</b>
<i>Rounding Adjustment</i>	0.00	(0.83)	<b>(0.83)</b>
<b>Net Profit (Loss)</b>	620	18.17	<b>638</b>

The above statement represents a simplified Profit & Loss. Depreciation, Amortization, Taxes, and other accounting items are not shown and do not affect the simulation.

SUBTOTAL columns are automatically created every 4 periods. To view historical results of individual periods that have been subtotaled, review old Performance Reports.

Cash Flow			
Challenger			
(\$ Thousands)			
	P4	P5	Total
Opening Balance	528	923	
Money In	701	511	1,988
Money out	304	456	1,282
Closing Balance	923	950	

Company	Period	Amortization	Principal	Balance	Interest Rate	Early Repayment Fee
JAST	2	-	\$10,000	\$0	10% per Month	5% of outstanding principal
Period	Principal	Interest Rate	Principal Payment	Interest Payment	Total Payment Made	Balance Remaining
2	\$10,000	10%	\$10,000	\$1,000	\$11,000	\$0
Company	Period	Amortization	Principal	Balance	Interest Rate	Early Repayment Fee
Aster	3	-	\$25,000	\$0	10% per Month	5% of outstanding principal
Period	Principal	Interest Rate	Principal Payment	Interest Payment	Total Payment Made	Balance Remaining
3	\$25,000	10%	\$5,387	\$2,500	\$7,887	\$19,613
4	\$25,000	10%	\$5,925	\$1,961	\$7,887	\$13,688
5	\$25,000	10%	\$6,518	\$1,369	\$7,887	\$7,170
6	\$25,000	10%	\$7,170	\$717	\$7,887	\$0
Company	Period	Amortization	Principal	Balance	Interest Rate	Early Repayment Fee
Galaxy CG	3	-	\$25,000	\$0	10% per Month	5% of outstanding principal
Period	Principal	Interest Rate	Principal Payment	Interest Payment	Total Payment Made	Balance Remaining
3	\$25,000	10%	\$7,553	\$2,500	\$10,053	\$17,447
4	\$25,000	10%	\$8,308	\$1,745	\$10,053	\$9,139
5	\$25,000	10%	\$9,139	\$914	\$10,053	\$0
Company	Period	Amortization	Principal	Balance	Interest Rate	Early Repayment Fee
Challenger	3	3	\$20,000	\$0	10% per Month	5% of outstanding principal
Period	Principal	Interest Rate	Principal Payment	Interest Payment	Total Payment Made	Balance Remaining
3	\$20,000	10%	\$20,000	\$2,000	\$22,000	\$0
Company	Period	Amortization	Principal	Balance	Interest Rate	Early Repayment Fee
Challenger	4	6	\$5,000	\$0	10% per Month	5% of outstanding principal
Period	Principal	Interest Rate	Principal Payment	Interest Payment	Total Payment Made	Balance Remaining
4	\$5,000	10%	\$1,511	\$500	\$2,011	\$3,489
5	\$5,000	10%	\$1,662	\$349	\$2,011	\$1,828

6	\$5,000	10%	\$1,828	\$183	\$2,011	\$0
Company	Period	Amortization	Principal	Balance	Interest Rate	Early Repayment Fee
Buss Corp	5	-	\$5,000	\$0	10% per Month	5% of outstanding principal
Period	Principal	Interest Rate	Principal Payment	Interest Payment	Total Payment Made	Balance Remaining
5	\$5,000	10%	\$2,381	\$500	\$2,881	\$2,619
6	\$5,000	10%	\$2,619	\$262	\$2,881	\$0
Company	Period	Amortization	Principal	Balance	Interest Rate	Early Repayment Fee
Challenger	5	6	\$20,000	\$0	10% per Month	5% of outstanding principal
Period	Principal	Interest Rate	Principal Payment	Interest Payment	Total Payment Made	Balance Remaining
5	\$20,000	10%	\$9,524	\$2,000	\$11,524	\$10,476
6	\$20,000	10%	\$10,476	\$1,048	\$11,524	\$0
Company	Period	Amortization	Principal	Balance	Interest Rate	Early Repayment Fee
Buss Corp	6	-	\$20,000	\$0	10% per Month	5% of outstanding principal
Period	Principal	Interest Rate	Principal Payment	Interest Payment	Total Payment Made	Balance Remaining
6	\$20,000	10%	\$20,000	\$2,000	\$22,000	\$0
Company	Period	Amortization	Principal	Balance	Interest Rate	Early Repayment Fee
JAST	6	-	\$25,000	\$0	10% per Month	5% of outstanding principal
Period	Principal	Interest Rate	Principal Payment	Interest Payment	Total Payment Made	Balance Remaining
6	\$25,000	10%	\$25,000	\$2,500	\$27,500	\$0

## Simulation Description

Your team manages a small consulting firm. Your goal is to generate sufficient Cash Flow and Profit to sustain and grow your business. Each period (month), you begin by deciding on the Billable Rate you will charge your clients, and the number of billable ManHours to which you will commit in the coming month. The size of the Sydney market is \$150,000 each month for each company present. Entering Melbourne or Perth can provide additional \$100,000 and \$250,000 respectively in sales opportunities, but will be costly to establish. You may also choose to specialise your services when you wish to open up additional consumer demand. Your budget is \$100,000 in the first month. In subsequent months, it is \$100,000 + 50% of the revenue from the last month. At the end of the 6 rounds, you will be evaluated based on a Balanced Scorecard of 10 rubric measurements (details available on Canvas).

## Strategy Journal



### Month 5

Objective	Marketing & Brand Equity	Target Customer Profile
Marketshare by Revenue	Sydney Above Average	Price Quite important
Pricing	Melbourne High	Brand Quite important
High	Perth Above Average	Specialisation Fairly important
Manufacturing Quantity	Human Resources	Digital Solutions Fairly important
Above Average	Salary Above Average	Project Management Fairly important
Research & Development	Benefits High	Management
Specialisation	Morale Average	Industry Expertise Fairly important
Digital Solutions High	Ethics	
Project Management High		
Industry Expertise High		



Month 4

Objective		Marketing & Brand Equity		Target Customer Profile	
	Marketshare by Revenue	Sydney	High	Price	Quite important
Pricing		Melbourne	Above Average	Brand	Quite important
	High	Perth	High	Specialisation	Fairly important
Manufacturing Quantity		Human Resources		Digital Solutions	Quite important
	High	Salary	Average	Project Management	Fairly important
Research & Development		Benefits	Average	Industry Expertise	Quite important
Specialisation		Morale	Above Average		
Digital Solutions	High	Ethics			
Project Management	High		High		
Industry Expertise	High				

Month 3

Objective		Marketing & Brand Equity		Target Customer Profile	
	Revenue	Sydney	Average	Price	Quite important
Pricing		Melbourne	Above Average	Brand	Quite important
	Above Average	Perth	Above Average	Specialisation	Fairly important
Manufacturing Quantity		Human Resources		Digital Solutions	Fairly important
	Above Average	Salary	Above Average	Project Management	Very important
Research & Development		Benefits	Above Average	Industry Expertise	Fairly important
Specialisation		Morale	Above Average		
Digital Solutions	High	Ethics			
Project Management	High		High		
Industry Expertise	Average				

Month 2

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Objective		Marketing & Brand Equity		Target Customer Profile	
	Marketshare by Units Sold	Sydney	Below Average	Price	Quite important
Pricing		Melbourne	Above Average	Brand	Fairly important
	Below Average	Perth	Average	Specialisation	Fairly important
Manufacturing Quantity		Human Resources		Digital Solutions	Quite important
	Above Average	Salary	Above Average	Project Management	Fairly important
Research & Development		Benefits	Above Average	Industry Expertise	Fairly important
Specialisation	Your company can choose whether to provide general services	Morale	Above Average		
		Ethics	Above Average		
Digital Solutions	Average				
Project Management	Average				
Industry Expertise	Average				

Month 1

Objective		Marketing & Brand Equity		Target Customer Profile	
	Marketshare by Units Sold	Sydney	Average	Price	Quite important
Pricing		Melbourne	Above Average	Brand	Fairly important
	Below Average	Human Resources		Specialisation	Fairly important
Manufacturing Quantity		Salary	Above Average	Digital Solutions	Quite important
	Above Average	Benefits	Average	Project Management	Fairly important
Research & Development		Morale	Above Average	Industry Expertise	Fairly important
Specialisation	Your company can choose whether to provide general services	Ethics	Above Average		

can choose  
whether to  
provide general  
services  
Average  
Below Average  
Below Average

Digital Solutions  
Project  
Management  
Industry  
Expertise

Above Average

