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Performance Report

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

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Period
Cumulative Results to end of Month 1 of 6

End Date
September 15, 2019 3:00:00 AM UTC

Report Date
September 19, 2019 4:29:14 UTC

100%
1 of 5

Profit \$72,929
Revenue \$172,900
Ethics Average 62%
HR Score 62%
Highest Score 100% (1 of 5) at Month 1
Lowest Score 100% (1 of 5) at Month 1



VP Finance

[View my summary report](#)



VP Operations

[View my summary report](#)



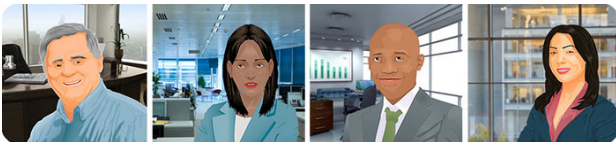
VP Products

[View my summary report](#)



VP Marketing

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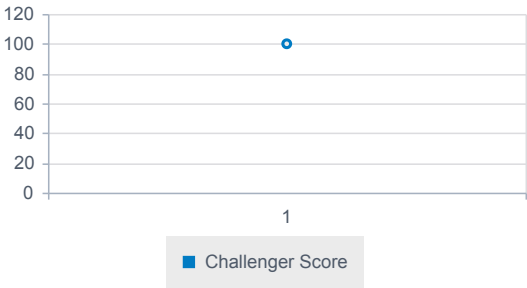


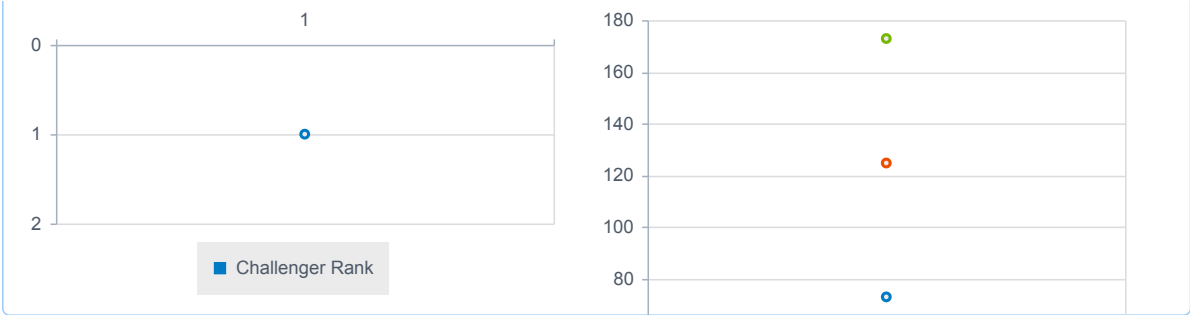
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Score Formula

Scoring Method: Score = Net Profit (normalized to 100%)
Net Profit = Assets - Liabilities - Startup Capital

Rankings





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

Rank	Score	Company	Profit Rank	Revenue Rank	Profit Dollars	Revenue Dollars	Ethics Avg.
1	100%	Challenger	1	1	\$72.93	\$173	62%
2	33%	Buss Corp	2	2	\$24.25	\$126	50%
3	17%	Galaxy CG	3	3	\$12.54	\$113	100%
4	14%	JAST	4	4	\$10.00	\$110	50%
5	0%	Aster	5	5	\$0.07	\$102	20%

Results for Month 1
Dollars Amounts in Thousands

Company	Profit Dollars	Revenue Dollars	Units Sold	Ethics
Challenger	\$72.93	\$173	1,330	62%
Buss Corp	\$24.25	\$126	505	50%
Galaxy CG	\$12.54	\$113	450	100%
JAST	\$10.00	\$110	1,000	50%
Aster	\$0.07	\$102	680	20%

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
Challeng	1 1	1 1	1 1				1 1	1 1			5 5
Buss Cor											0
Galaxy C									1	1	2

									 1	 1	 2
JAST					 1	 1					 2  2
Aster											0

Inventory

Cumulative Results from Month 1 to Month 1

Company	Units Sold	Units Expired	Missed Unit Sales Total	Missed Unit Sales Sydney	Missed Unit Sales Melbourne	Missed Unit Sales Perth
Challenger	1,330	0	33	0	33	0
Buss Corp	505	695	0	0	0	0
Galaxy CG	450	0	162	162	0	0
JAST	1,000	0	527	118	0	409
Aster	680	0	597	597	0	0

Market Share

Cumulative Results from Month 1 to Month 1

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%	Challenger	28%	34%	\$79.82	\$93.08	\$0.00	25%	72%	0%
2	33%	Buss Corp	20%	13%	\$55.75	\$70.50	\$0.00	9%	28%	0%
3	17%	Galaxy CG	18%	11%	\$113	\$0.00	\$0.00	18%	0%	0%
4	14%	JAST	18%	25%	\$55.00	\$0.00	\$55.00	20%	0%	100%
5	0%	Aster	16%	17%	\$102	\$0.00	\$0.00	28%	0%	0%

Competitiveness

Cumulative Results from Month 1 to Month 1

Rank	Score	Company	Price	Specialisation	Digital Solutions	Project Management	Industry Expertise	Brand Sydney	Brand Melbourne	Brand Perth	Advertising Sydney	Advertising Melbourne
1	100%	Challenger	80%	General	27%	50%	0%	6%	100%	0%	59%	54%
2	33%	Buss Corp	40%	General	13%	50%	100%	12%	77%	0%	61%	68%
3	17%	Galaxy CG	40%	Auditing	13%	50%	100%	10%	0%	0%	46%	0%
4	14%	JAST	100%	General	27%	0%	0%	8%	0%	100%	100%	0%
5	0%	Aster	60%	General	100%	100%	100%	100%	0%	0%	95%	0%

Human Resources

Month 1 (Not Cumulative)

HR Rank	HR Score	Company	Number of Employees	Productivity	Employee Morale	Turnover Rate	Salary Score	Benefits Score
3	62%	Challenger	6	56%	61%	20%	100%	16%
5	54%	Buss Corp	8	50%	53%	24%	90%	0%
1	90%	Galaxy CG	9	76%	85%	8%	99%	100%
2	78%	JAST	6	63%	71%	15%	90%	80%
3	62%	Aster	10	53%	57%	22%	99%	25%

Ethics

Average: 62%
Current: 62%
Lowest: 62% at Month 1
Highest: 62% at Month 1

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
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
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
1	Challenger	3	62%	6	56%	61%	20%	100%	16%

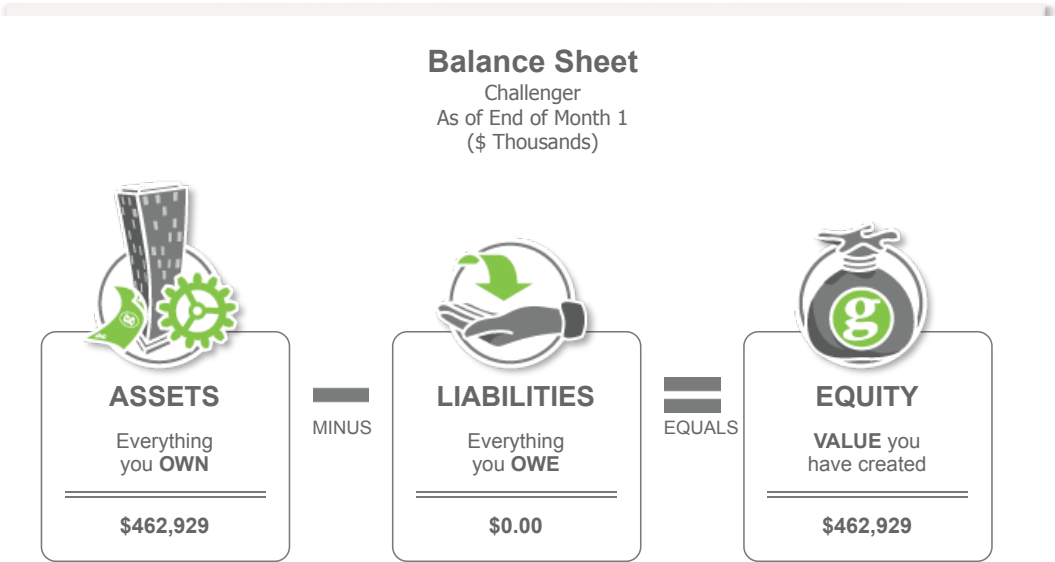
Events

Month	Description
No events	

Reports Purchased

Consumer Profiles - Melbourne (Month 01)

Balance Sheet



	P1
Assets	
Cash	373
Inventory	0.00
Property, Plant & Equipment	90.00
Total Assets	463
Liabilities	
Short and Long Term Liabilities	0.00
Total Liabilities	
Equity	
Retained Earnings (Net Profit)	72.93

Capital from shares sold	0.00
Startup Capital	390

Total Equity 463

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.

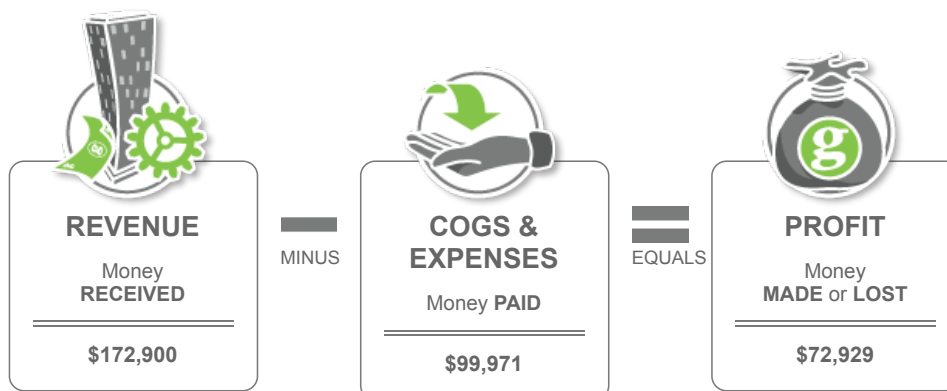
EQUITY - STARTUP CAPITAL is the amount of investment the company raised when it first started. It is the sum of Cash when the company first started and Property, Plant, and Equipment. It is shown on the Balance Sheet and never changes.

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)



	P1	Total All-Time
Revenue	173	173
Cost of Goods Sold	39.90	39.90
Other Income	0.00	0.00
<i>Subtotal Gross Profit</i>	133	133
Operating Expenses		
General and Administrative	5.36	5.36
Human Resources		
Research & Development	2.05	2.05
Production	8.10	8.10
Sales & Marketing	3.05	3.05
Operations	3.05	3.05
Management	6.02	6.02
Benefits and Programs	0.89	0.89
Hiring Costs	0.00	0.00
Severance Costs	0.00	0.00
Training Costs	0.55	0.55
Turnover Costs	0.00	0.00
Expired Units	0.00	0.00

Loan Interest Payments	0.00	0.00
Sales & Marketing		
Advertising - Brand - Sydney	0.75	0.75
Advertising - Brand - Melbourne	0.75	0.75
Advertising - Brand - Perth	0.00	0.00
Advertising - Price Discount - Sydney	0.00	0.00
Advertising - Price Discount - Melbourne	0.00	0.00
Advertising - Price Discount - Perth	0.00	0.00
Sales Promotion - Sydney	0.75	0.75
Sales Promotion - Melbourne	0.75	0.75
Sales Promotion - Perth	0.00	0.00
Research & Development		
Specialisation	0.00	0.00
Digital Solutions	4.00	4.00
Project Management	3.00	3.00
Industry Expertise	0.00	0.00
Change costs to update processes/equipment	0.00	0.00
Change costs to upgrade product inventory	0.00	0.00
Other		
Expansion to other territories	20.00	20.00
Market Research Reports	1.00	1.00
Miscellaneous Expenses	0.00	0.00
Legal	0.00	0.00
<i>Subtotal Expenses</i>	60.07	60.07
<i>Rounding Adjustment</i>	0.00	0.00
Net Profit (Loss)	72.93	72.93

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

Cash Flow

Challenger
(\$ Thousands)

	P1	Total
Opening Balance	300	
Money In	173	173
Money out	99.97	99.97
Closing Balance	373	

Loans

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

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 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		
Digital Solutions	Average				
Project Management	Below Average				
Industry Expertise	Below Average				

