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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 2 of 6

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

**Report Date**  
September 19, 2019 4:29:52 UTC

100%  
1 of 5

**Profit** \$100,253  
**Revenue** \$398,200  
**Ethics** Average 64%  
**HR Score** 76%  
**Highest Score** 100% (1 of 5) at Month 1  
**Lowest Score** 100% (1 of 5) at Month 1



VP Finance

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VP Operations

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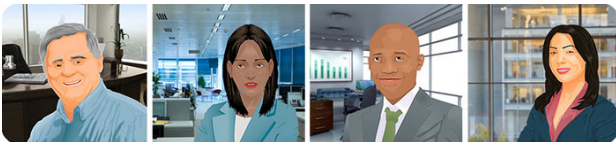
VP Products

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VP Marketing

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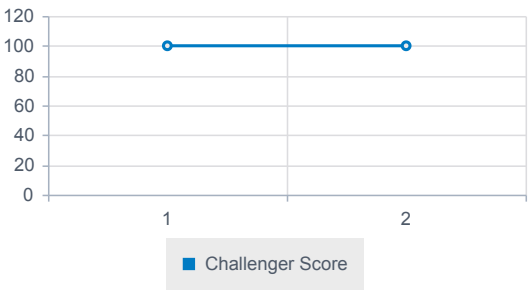


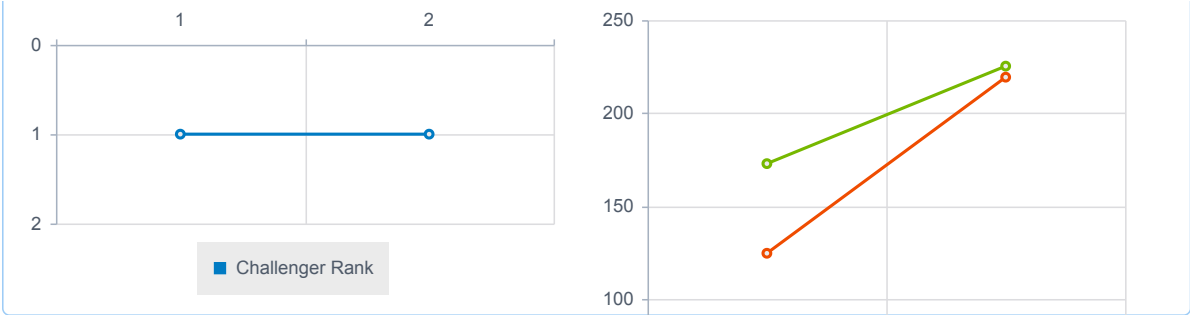
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## Score Formula

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

## Rankings





Cumulative Results from Month 1 to Month 2  
Dollars Amounts in Thousands

Rank	Score	Company	Profit Rank	Revenue Rank	Profit Dollars	Revenue Dollars	Ethics Avg.
1	100%	Challenger	1	1	\$100	\$398	63%
2	98%	Galaxy CG	2	2	\$98.03	\$366	94%
3	60%	Aster	3	3			%
4	40%	Buss Corp	4	4			%
5	35%	JAST	5	5	\$35.10	\$315	60%

Results for Month 2  
Dollars Amounts in Thousands

Company	Profit Dollars	Revenue Dollars	Units Sold	Ethics
Challenger	\$27.32	\$225	1,502	65%
Galaxy CG	\$85.49	\$253	1,013	88%
Aster	\$59.83	\$224	1,122	20%
Buss Corp	\$15.43	\$189	841	90%
JAST	\$25.10	\$205	1,860	70%

## 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 2	1 1 2	1 1			2	1 1 2	1 1 2			6 9
Galaxy C	2	2					2		1 2 1 2	1 1 2	6 4

Aster										0
Buss Cor					<div><div></div><div>2</div></div>				2	<div><div></div><div>2</div></div>
JAST			<div><div></div><div>2</div></div>		<div><div></div><div>1</div></div>	<div><div></div><div>1</div></div>		2		<div><div></div><div>4</div></div>

Inventory

Cumulative Results from Month 1 to Month 2

Company	Units Sold	Units Expired	Missed Unit Sales Total	Missed Unit Sales Sydney	Missed Unit Sales Melbourne	Missed Unit Sales Perth
Challenger	2,832	608	147	114	33	0
Galaxy CG	1,463	0	354	297	57	0
Aster	1,802	778	597	597	0	0
Buss Corp	1,346	854	54	54	0	0
JAST	2,860	1,140	527	118	0	409

Market Share

Cumulative Results from Month 1 to Month 2

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	23%	27%	\$143	\$163	\$92.10	21%	56%	19%
2	98%	Galaxy CG	21%	14%	\$264	\$102	\$0.00	21%	19%	0%
3	60%	Aster	19%	17%	\$225	\$0.00	\$102	26%	0%	16%
4	40%	Buss Corp	18%	13%	\$101	\$127	\$87.53	8%	25%	12%
5	35%	JAST	18%	28%	\$134	\$0.00	\$181	24%	0%	52%

Competitiveness

Cumulative Results from Month 1 to Month 2

Rank	Score	Company	Price	Specialisation	Digital Solutions	Project Management	Industry Expertise	Brand Sydney	Brand Melbourne	Brand Perth	Advertising Sydney	Advertising Melbourne
1	100%	Challenger	60%	General	59%	100%	50%	28%	79%	44%	79%	80%
2	98%	Galaxy CG	40%	Auditing	24%	100%	100%	59%	100%	0%	100%	100%
3	60%	Aster	50%	General	100%	50%	100%	100%	0%	74%	79%	0%
4	40%	Buss Corp	40%	General	35%	50%	100%	32%	84%	91%	61%	68%
5	35%	JAST	100%	General	47%	25%	50%	31%	0%	100%	92%	0%

Human Resources

Month 2 (Not Cumulative)

HR Rank	HR Score	Company	Number of Employees	Productivity	Employee Morale	Turnover Rate	Salary Score	Benefits Score
2	76%	Challenger	10	39%	76%	13%	84%	95%
1	82%	Galaxy CG	9	80%	73%	15%	80%	93%
4	46%	Aster	9	36%	31%	35%	75%	23%
4	50%	Buss Corp	11	33%	46%	27%	95%	0%
2	74%	JAST	10	53%	61%	20%	77%	100%

Ethics

Average: 64%  
Current: 65%  
Lowest: 62% at Month 1  
Highest: 65% at Month 2

# 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
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
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
2	Challenger	2	76%	10	39%	76%	13%	84%	95%
1	Challenger	3	62%	6	56%	61%	20%	100%	16%

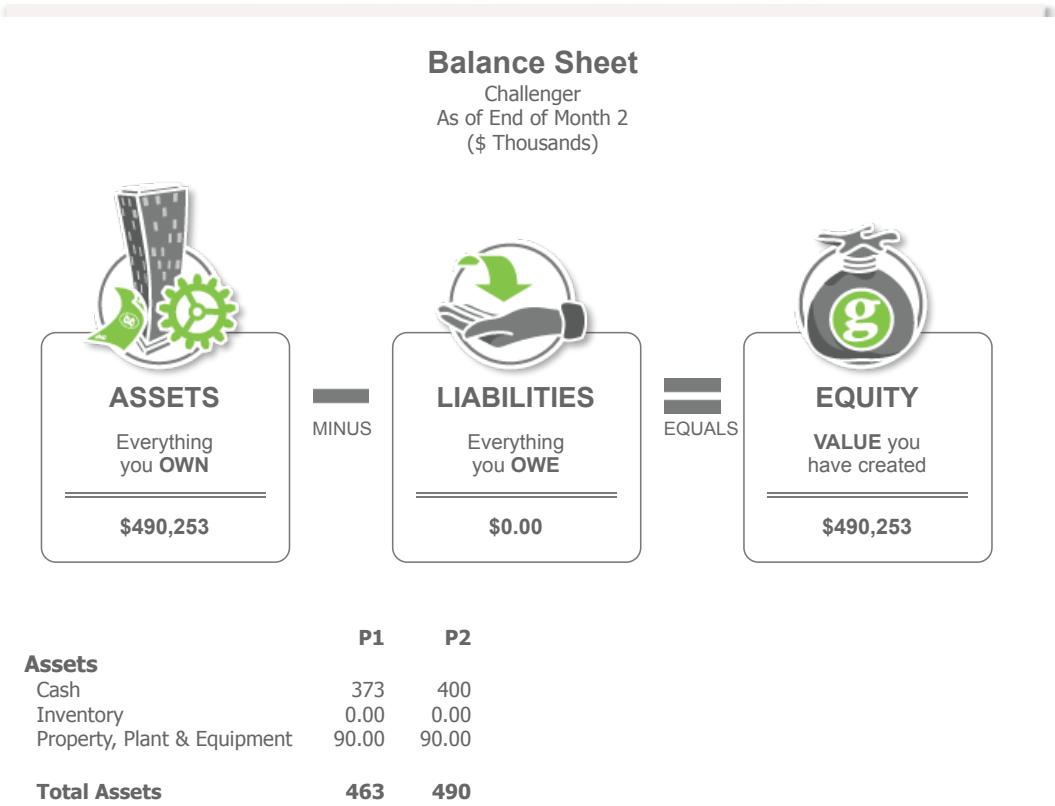
## Events

Month	Description
No events	

## Reports Purchased

Brand Equity - Sydney (Month 02)  
Competitiveness (Month 02)  
Consumer Profiles - Perth (Month 02)  
Consumer Profiles - Melbourne (Month 01)

## Balance Sheet



**Liabilities**

Short and Long Term Liabilities	0.00	0.00
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**Total Liabilities****Equity**

Retained Earnings (Net Profit)	72.93	100
Capital from shares sold	0.00	0.00
Startup Capital	390	390

**Total Equity 463 490**

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.

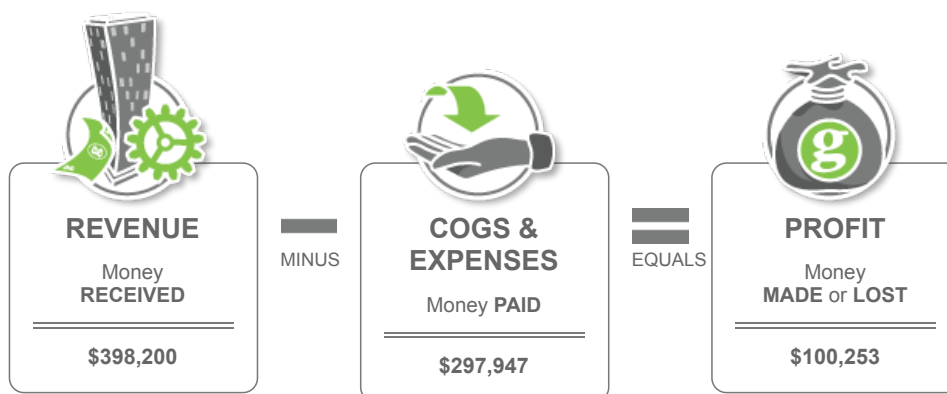
EQUITY - STARTUP CAPITAL is the amount of investment the company raised when it first started. It is the sum of Cash when the company first started and Property, Plant, and Equipment. It is shown on the Balance Sheet and never changes.

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	P2	Total All-Time
<b>Revenue</b>	173	225	<b>398</b>
<b>Cost of Goods Sold</b>	39.90	45.06	<b>84.96</b>
<b>Other Income</b>	0.00	0.00	<b>0.00</b>
<i>Subtotal Gross Profit</i>	133	180	<b>313</b>
<b>Operating Expenses</b>			
General and Administrative	5.36	5.46	<b>10.82</b>
Human Resources			
Research & Development	2.05	6.45	<b>8.50</b>
Production	8.10	16.60	<b>24.70</b>

Sales & Marketing	3.05	3.15	<b>6.20</b>
Operations	3.05	3.15	<b>6.20</b>
Management	6.02	6.15	<b>12.17</b>
Benefits and Programs	0.89	4.97	<b>5.86</b>
Hiring Costs	0.00	8.00	<b>8.00</b>
Severance Costs	0.00	0.00	<b>0.00</b>
Training Costs	0.55	0.25	<b>0.80</b>
Turnover Costs	0.00	11.50	<b>11.50</b>
Expired Units	0.00	18.24	<b>18.24</b>
Loan Interest Payments	0.00	0.00	<b>0.00</b>
Sales & Marketing			
Advertising - Brand - Sydney	0.75	1.25	<b>2.00</b>
Advertising - Brand - Melbourne	0.75	2.00	<b>2.75</b>
Advertising - Brand - Perth	0.00	1.50	<b>1.50</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	0.75	1.25	<b>2.00</b>
Sales Promotion - Melbourne	0.75	2.00	<b>2.75</b>
Sales Promotion - Perth	0.00	1.50	<b>1.50</b>
Research & Development			
Specialisation	0.00	0.00	<b>0.00</b>
Digital Solutions	4.00	6.00	<b>10.00</b>
Project Management	3.00	9.00	<b>12.00</b>
Industry Expertise	0.00	5.00	<b>5.00</b>
Change costs to update processes/equipment	0.00	0.00	<b>0.00</b>
Change costs to upgrade product inventory	0.00	0.00	<b>0.00</b>
Other			
Expansion to other territories	20.00	35.00	<b>55.00</b>
Market Research Reports	1.00	4.50	<b>5.50</b>
Miscellaneous Expenses	0.00	0.00	<b>0.00</b>
Legal	0.00	0.00	<b>0.00</b>
<i>Subtotal Expenses</i>	60.07	153	<b>213</b>
<i>Rounding Adjustment</i>	0.00	0.32	<b>0.32</b>
<b>Net Profit (Loss)</b>	72.93	27.32	<b>100</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

### Cash Flow

Challenger  
(\$ Thousands)

	P1	P2	Total
Opening Balance	300	373	
Money In	173	225	<b>398</b>
Money out	99.97	178	<b>278</b>
Closing Balance	373	400	

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
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

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 2**

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Objective

Marketing & Brand Equity

Target Customer Profile

Pricing	Marketshare by Units Sold		Sydney	Below Average	Price	Quite important
			Melbourne	Above Average	Brand	Fairly important
	Below Average		Perth	Average	Specialisation	Fairly important
Manufacturing Quantity		Human Resources			Digital Solutions	Quite important
Research & Development	Above Average		Salary	Above Average	Project Management	Fairly important
			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	
Pricing	Marketshare by Units Sold	Sydney	Average	Price	Quite important
		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				