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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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YIYI LIU

Period

Cumulative Results to end of Month 3 of 6

End Date

September 15, 2019 3:00:00 AM UTC

Report Date

September 19, 2019 4:31:09 UTC

60%

2 of 5

Profit \$228,426

Revenue \$776,499

Ethics Average 76%

HR Score 72%

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

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



VP Finance

[View my summary report](#)



VP Operations

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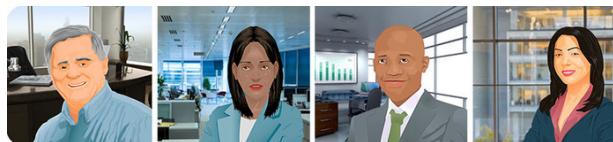
VP Products

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VP Marketing

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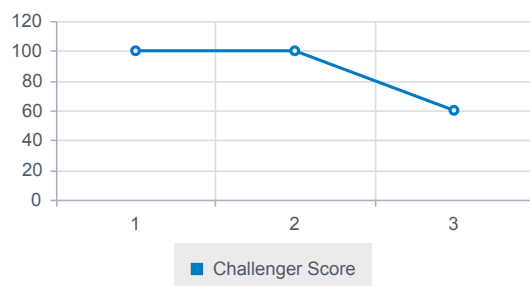
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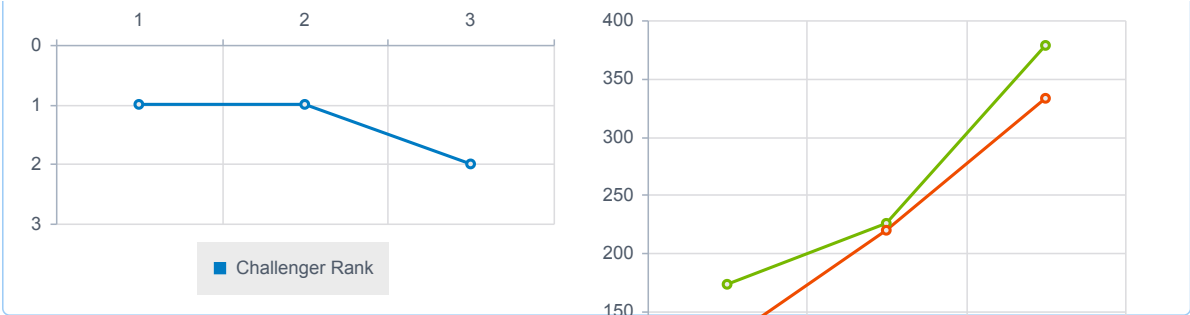
Score Formula

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

Net Profit = Assets - Liabilities - Startup Capital

Rankings





Cumulative Results from Month 1 to Month 3
Dollars Amounts in Thousands

Rank	Score	Company	Profit Rank	Revenue Rank	Profit Dollars	Revenue Dollars	Ethics Avg.
1	100%	Galaxy CG	1	1	\$384	\$917	92%
2	60%	Challenger	2	2	\$228	\$776	75%
3	17%	JAST	3	4			
4	15%	Aster	4	3			
5	13%	Buss Corp	5	5	\$49.84	\$543	80%

Results for Month 3
Dollars Amounts in Thousands

Company	Profit Dollars	Revenue Dollars	Units Sold	Ethics
Galaxy CG	\$286	\$551	2,206	88%
Challenger	\$128	\$378	1,901	100%
JAST	\$31.08	\$249	2,074	100%
Aster	\$(0.93)	\$257	1,287	60%
Buss Corp	\$10.16	\$228	1,200	100%

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	2 3 3	3		3	3	2 3 3	3	1 2 3 1 2 3	1 1 2 3	14 9
Challeng	1 1 2	1 1 2	1 1			2	1 1 2	1 1 2 3		3	7 10

JAST			<div><div></div><div>2</div><div>2 3</div></div>		<div><div></div><div>1</div><div>1</div></div>	<div><div></div><div>1 3</div><div>1 2 3</div></div>		<div><div></div><div>2</div><div></div></div>		<div><div></div><div>3</div><div></div></div>	<div><div></div><div>6</div><div>6</div></div>
Aster											0
Buss Cor					<div><div></div><div>2</div><div>2 3</div></div>					2 3	<div><div></div><div>3</div><div>2</div></div>

Inventory

Cumulative Results from Month 1 to Month 3

Company	Units Sold	Units Expired	Missed Unit Sales Total	Missed Unit Sales Sydney	Missed Unit Sales Melbourne	Missed Unit Sales Perth
Galaxy CG	3,669	0	790	297	204	289
Challenger	4,733	608	1,621	580	33	1,008
JAST	4,934	1,726	527	118	0	409
Aster	3,089	1,676	597	597	0	0
Buss Corp	2,546	854	2,330	744	266	1,320

Market Share

Cumulative Results from Month 1 to Month 3

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%	19%	\$459	\$198	\$260	24%	19%	15%
2	60%	Challenger	23%	25%	\$238	\$302	\$237	20%	44%	19%
3	17%	JAST	17%	26%	\$214	\$51.12	\$298	24%	10%	38%
4	15%	Aster	17%	16%	\$335	\$33.60	\$215	24%	4%	15%
5	13%	Buss Corp	16%	13%	\$146	\$218	\$179	9%	24%	13%

Competitiveness

Cumulative Results from Month 1 to Month 3

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	40%	Auditing	32%	100%	100%	97%	90%	77%	100%	100%
2	60%	Challenger	50%	Tax	80%	100%	50%	39%	81%	77%	79%	80%
3	17%	JAST	100%	General	72%	14%	75%	45%	53%	100%	100%	100%
4	15%	Aster	50%	General	100%	86%	100%	100%	39%	97%	83%	88%
5	13%	Buss Corp	50%	Accounting	56%	57%	75%	38%	100%	84%	61%	68%

Human Resources

Month 3 (Not Cumulative)

HR Rank	HR Score	Company	Number of Employees	Productivity	Employee Morale	Turnover Rate	Salary Score	Benefits Score
1	87%	Galaxy CG	12	73%	88%	7%	79%	100%
2	72%	Challenger	19	33%	75%	13%	83%	82%
3	70%	JAST	12	37%	63%	19%	82%	86%
4	67%	Aster	17	35%	59%	21%	86%	78%
3	67%	Buss Corp	18	33%	63%	19%	95%	64%

Ethics

Average: 76%
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
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
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
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%

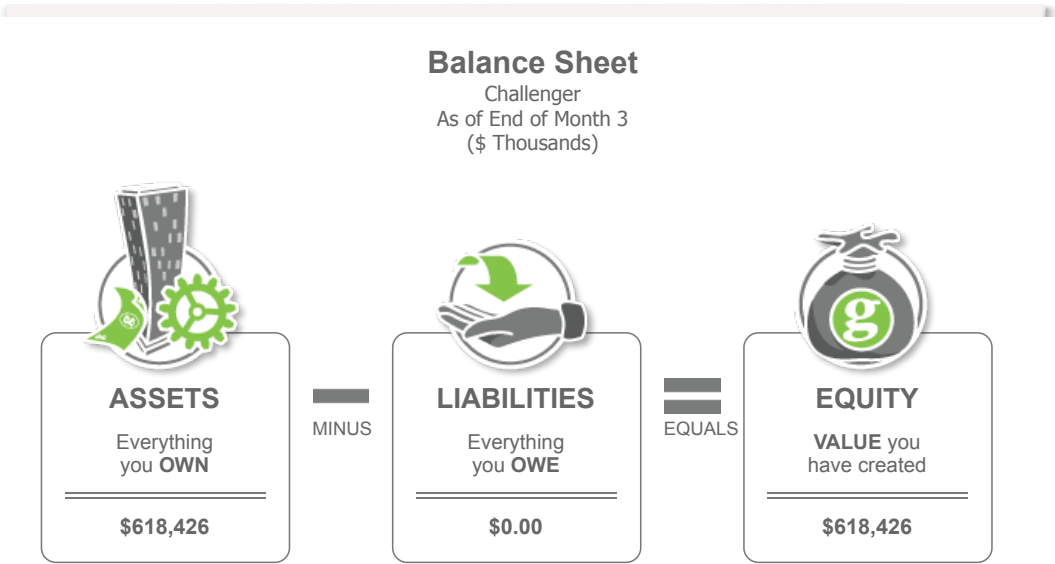
Events

Month	Description
No events	

Reports Purchased

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



	P1	P2	P3
Assets			
Cash	373	400	528
Inventory	0.00	0.00	0.00
Property, Plant & Equipment	90.00	90.00	90.00
Total Assets	463	490	618
Liabilities			
Loan - (20,000)	0.00	0.00	0.00
Total Liabilities	0.00	0.00	0.00
Equity			
Retained Earnings (Net Profit)	72.93	100	228
Capital from shares sold	0.00	0.00	0.00
Startup Capital	390	390	390
Total Equity	463	490	618

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.

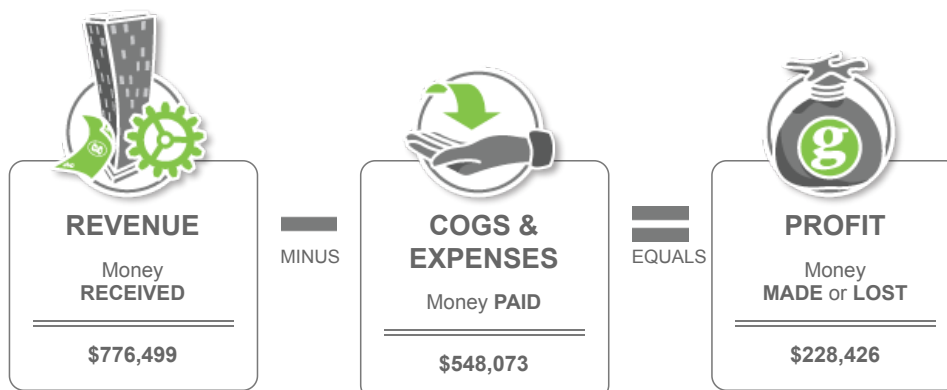
EQUITY - STARTUP CAPITAL is the amount of investment the company raised when it first started. It is the sum of Cash when the company first started and Property, Plant, and Equipment. It is shown on the Balance Sheet and never changes.

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	P3	Total All-Time
Revenue	173	225	378	776
Cost of Goods Sold	39.90	45.06	71.29	156
Other Income	0.00	0.00	0.00	0.00
<i>Subtotal Gross Profit</i>	133	180	307	620

Operating Expenses

General and Administrative	5.36	5.46	6.50	17.32
Human Resources				
Research & Development	2.05	6.45	19.35	27.85
Production	8.10	16.60	20.75	45.45
Sales & Marketing	3.05	3.15	6.30	12.50
Operations	3.05	3.15	6.30	12.50
Management	6.02	6.15	6.15	18.32
Benefits and Programs	0.89	4.97	8.24	14.10
Hiring Costs	0.00	8.00	17.50	25.50
Severance Costs	0.00	0.00	0.00	0.00
Training Costs	0.55	0.25	0.25	1.05
Turnover Costs	0.00	11.50	15.50	27.00
Expired Units	0.00	18.24	0.00	18.24
Loan Interest Payments	0.00	0.00	2.00	2.00
Sales & Marketing				
Advertising - Brand - Sydney	0.75	1.25	2.50	4.50
Advertising - Brand - Melbourne	0.75	2.00	2.50	5.25
Advertising - Brand - Perth	0.00	1.50	4.50	6.00
Advertising - Price Discount - Sydney	0.00	0.00	0.00	0.00
Advertising - Price Discount - Melbourne	0.00	0.00	0.00	0.00
Advertising - Price Discount - Perth	0.00	0.00	0.00	0.00
Sales Promotion - Sydney	0.75	1.25	2.50	4.50
Sales Promotion - Melbourne	0.75	2.00	2.50	5.25
Sales Promotion - Perth	0.00	1.50	4.50	6.00
Research & Development				
Specialisation	0.00	0.00	7.50	7.50
Digital Solutions	4.00	6.00	10.00	20.00
Project Management	3.00	9.00	9.00	21.00
Industry Expertise	0.00	5.00	5.00	10.00
Change costs to update processes/equipment	0.00	0.00	15.00	15.00
Change costs to upgrade product inventory	0.00	0.00	0.00	0.00
Other				
Expansion to other territories	20.00	35.00	0.00	55.00
Market Research Reports	1.00	4.50	4.50	10.00
Miscellaneous Expenses	0.00	0.00	0.00	0.00
Legal	0.00	0.00	0.00	0.00
<i>Subtotal Expenses</i>	60.07	153	179	392
<i>Rounding Adjustment</i>	0.00	0.32	0.00	0.32
Net Profit (Loss)	72.93	27.32	128	228

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.

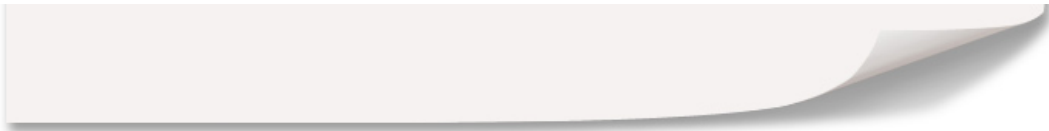
Cash Flow

Cash Flow

Challenger
(\$ Thousands)

	P1	P2	P3	Total
Opening Balance	300	373	400	
Money In	173	225	378	776
Money out	99.97	178	245	523

Closing Balance 373 400 528



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
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

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 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		
Digital Solutions	Average				
Project Management	Below Average				
Industry Expertise	Below Average				

