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Performance Report

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Challenger

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

Xuefei Deng

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YIYI LIU

Period

Cumulative Results to end of Month 4 of 6

End Date

September 15, 2019 3:00:00 AM UTC

Report Date

September 19, 2019 4:31:41 UTC

84%

2 of 5

Profit \$619,549

Revenue \$1,477,683

Ethics Average 82%

HR Score 69%

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

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



VP Finance

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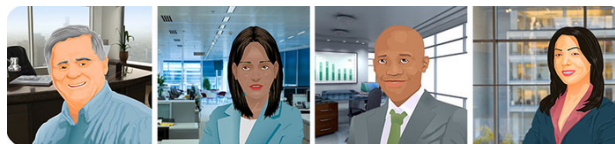

VP Operations

[View my summary report](#)


VP Products

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VP Marketing

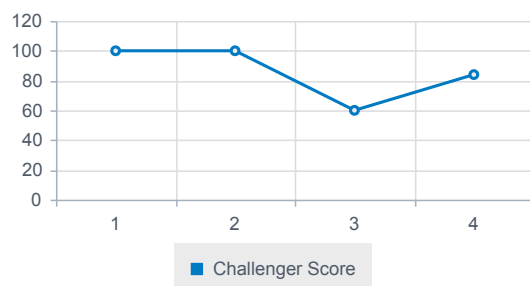
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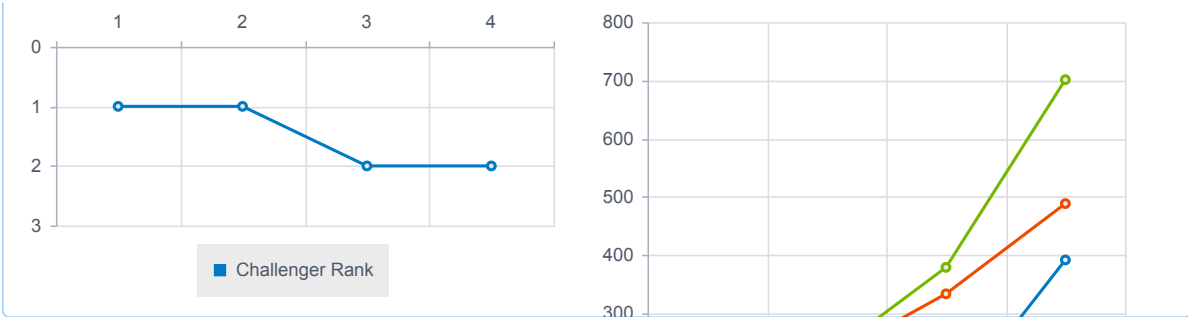
Score Formula

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

Net Profit = Assets - Liabilities - Startup Capital

Rankings





Cumulative Results from Month 1 to Month 4
Dollars Amounts in Thousands

Rank	Score	Company	Profit Rank	Revenue Rank	Profit Dollars	Revenue Dollars	Ethics Avg.
1	100%	Galaxy CG	1	1	\$620	\$738	94%
2	84%	Challenger	2	2	\$1,478	\$1,662	81%
3	28%	Buss Corp	3	3	\$1,662	\$1,662	81%
4	20%	Aster	4	4	\$1,662	\$1,662	81%
5	14%	JAST	5	5	\$102	\$832	80%

Results for Month 4
Dollars Amounts in Thousands

Company	Profit Dollars	Revenue Dollars	Units Sold	Ethics
Galaxy CG	\$354	\$745	2,979	100%
Challenger	\$391	\$701	2,816	100%
Buss Corp	\$160	\$394	1,972	100%
Aster	\$86.83	\$331	2,006	100%
JAST	\$35.69	\$269	1,581	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 4	2 3 4 3 4	3 4		3 4 4	3 4	2 3 4 3 4	3 4	1 2 3 4 1 2 3 4	1 4 1 2 3 4	22 15
Challeng	1 4	1	1			2	1	1		3 4	9

	1 2	1 2	1 4			1 2	1 2 3 4			12
Buss Cor				2 2 3					2 3 4	4 2
Aster									4	1
JAST			2 2 3	1 1	1 3 4 1 2 3 4		2		3 4	8 7

Inventory

Cumulative Results from Month 1 to Month 4

Company	Units Sold	Units Expired	Missed Unit Sales Total	Missed Unit Sales Sydney	Missed Unit Sales Melbourne	Missed Unit Sales Perth
Galaxy CG	6,648	823	900	297	314	289
Challenger	7,549	608	1,723	580	33	1,110
Buss Corp	4,518	1,482	2,330	744	266	1,320
Aster	5,095	1,676	2,146	1,148	277	721
JAST	6,515	2,045	527	118	0	409

Market Share

Cumulative Results from Month 1 to Month 4

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	29%	22%	\$688	\$319	\$656	25%	20%	21%
2	84%	Challenger	25%	25%	\$442	\$450	\$586	21%	38%	22%
3	28%	Buss Corp	16%	15%	\$253	\$310	\$375	11%	23%	15%
4	20%	Aster	16%	17%	\$434	\$99.76	\$381	22%	9%	16%
5	14%	JAST	14%	21%	\$309	\$102	\$421	22%	11%	26%

Competitiveness

Cumulative Results from Month 1 to Month 4

Rank	Score	Company	Price	Specialisation	Digital Solutions	Project Management	Industry Expertise	Brand Sydney	Brand Melbourne	Brand Perth	Advertising Sydney Melbourne		
1	100%	Galaxy CG	50%	Auditing	52%	100%	100%	100%	96%	100%	100%	100%	1
2	84%	Challenger	50%	Tax	97%	91%	57%	42%	100%	64%	79%	80%	1
3	28%	Buss Corp	70%	Accounting	45%	36%	43%	27%	90%	41%	61%	68%	1
4	20%	Aster	100%	Accounting	100%	64%	71%	59%	56%	46%	100%	88%	1
5	14%	JAST	90%	General	84%	55%	86%	42%	81%	59%	100%	100%	1

Human Resources

Month 4 (Not Cumulative)

HR Rank	HR Score	Company	Number of Employees	Productivity	Employee Morale	Turnover Rate	Salary Score	Benefits Score
1	88%	Galaxy CG	21	79%	90%	6%	78%	100%
3	69%	Challenger	22	34%	67%	17%	81%	77%
4	62%	Buss Corp	21	33%	56%	23%	93%	52%
2	71%	Aster	18	38%	57%	22%	96%	84%
3	66%	JAST	17	36%	58%	22%	88%	70%

Ethics

Average: 82%
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
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
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
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
4	Market demand in all cities is 10% higher than base levels this month.

Reports Purchased

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 4
(\$ Thousands)





	P2	P3	P4
Assets			
Cash	400	528	923
Inventory	0.00	0.00	0.00
Property, Plant & Equipment	90.00	90.00	90.00
Total Assets	490	618	1,013
Liabilities			
Loan - (20,000)	0.00	0.00	0.00
Loan - (5,000)	0.00	0.00	3.49
Total Liabilities	0.00	0.00	3.49
Equity			
Retained Earnings (Net Profit)	100	228	620
Capital from shares sold	0.00	0.00	0.00
Startup Capital	390	390	390
Total Equity	490	618	1,010

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.

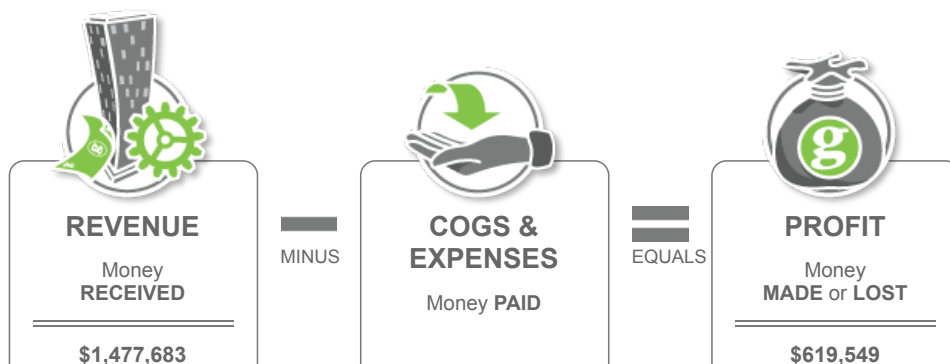
EQUITY - STARTUP CAPITAL is the amount of investment the company raised when it first started. It is the sum of Cash when the company first started and Property, Plant, and Equipment. It is shown on the Balance Sheet and never changes.

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)



\$858,134

	P1	P2	P3	P4	Total All-Time
Revenue	173	225	378	701	1,478
Cost of Goods Sold	39.90	45.06	71.29	106	262
Other Income	0.00	0.00	0.00	0.00	0.00
<i>Subtotal Gross Profit</i>	133	180	307	596	1,216
Operating Expenses					
General and Administrative	5.36	5.46	6.50	6.50	23.82
Human Resources					
Research & Development	2.05	6.45	19.35	15.05	42.90
Production	8.10	16.60	20.75	33.20	78.65
Sales & Marketing	3.05	3.15	6.30	12.60	25.10
Operations	3.05	3.15	6.30	6.30	18.80
Management	6.02	6.15	6.15	6.15	24.47
Benefits and Programs	0.89	4.97	8.24	12.46	26.56
Hiring Costs	0.00	8.00	17.50	10.00	35.50
Severance Costs	0.00	0.00	0.00	3.00	3.00
Training Costs	0.55	0.25	0.25	3.00	4.05
Turnover Costs	0.00	11.50	15.50	15.50	42.50
Expired Units	0.00	18.24	0.00	0.00	18.24
Loan Interest Payments	0.00	0.00	2.00	0.50	2.50
Sales & Marketing					
Advertising - Brand - Sydney	0.75	1.25	2.50	6.50	11.00
Advertising - Brand - Melbourne	0.75	2.00	2.50	4.35	9.60
Advertising - Brand - Perth	0.00	1.50	4.50	7.50	13.50
Advertising - Price Discount - Sydney	0.00	0.00	0.00	0.00	0.00
Advertising - Price Discount - Melbourne	0.00	0.00	0.00	0.00	0.00
Advertising - Price Discount - Perth	0.00	0.00	0.00	0.00	0.00
Sales Promotion - Sydney	0.75	1.25	2.50	6.50	11.00
Sales Promotion - Melbourne	0.75	2.00	2.50	4.35	9.60
Sales Promotion - Perth	0.00	1.50	4.50	7.50	13.50
Research & Development					
Specialisation	0.00	0.00	7.50	7.50	15.00
Digital Solutions	4.00	6.00	10.00	10.00	30.00
Project Management	3.00	9.00	9.00	9.00	30.00
Industry Expertise	0.00	5.00	5.00	10.00	20.00
Change costs to update processes/equipment	0.00	0.00	15.00	0.00	15.00
Change costs to upgrade product inventory	0.00	0.00	0.00	0.00	0.00
Other					
Expansion to other territories	20.00	35.00	0.00	0.00	55.00
Market Research Reports	1.00	4.50	4.50	7.00	17.00
Miscellaneous Expenses	0.00	0.00	0.00	0.00	0.00
Legal	0.00	0.00	0.00	0.00	0.00
<i>Subtotal Expenses</i>	60.07	153	179	204	596
<i>Rounding Adjustment</i>	0.00	0.32	0.00	(1.00)	(0.68)
Net Profit (Loss)	72.93	27.32	128	391	620

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)				
	P2	P3	P4	Total
Opening Balance	373	400	528	
Money In	225	378	701	1,478
Money out	178	245	304	826
Closing Balance	400	528	923	

Loans

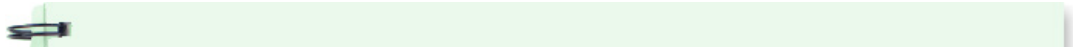
Company	Period	Amortization	Principal	Balance	Interest Rate	Early Repayment Fee
JAST	2	-	\$10,000	\$0	10% per Month	5% of outstanding principal
Period	Principal	Interest Rate	Principal Payment	Interest Payment	Total Payment Made	Balance Remaining
2	\$10,000	10%	\$10,000	\$1,000	\$11,000	\$0
Company	Period	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
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

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 4

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

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				