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CORE
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Presented by:

 **DENALI**
BUSINESS SOLUTIONS

Is Your Accounting System Helping or Hindering Your Revenue Growth?

November 9, 2021

Introduction



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President
Denali Consulting Services

Agenda

- How predictive analytics proactively drives outcomes within a professional-services firm.
- Steps for defining critical leading indicators to monitor at project, portfolio and firm level.
- How to leverage investments in the accounting, CRM, PM and other software to grow your firm.
- Ways to eliminate roadblocks that can cost your firm a substantial percentage of its revenue.

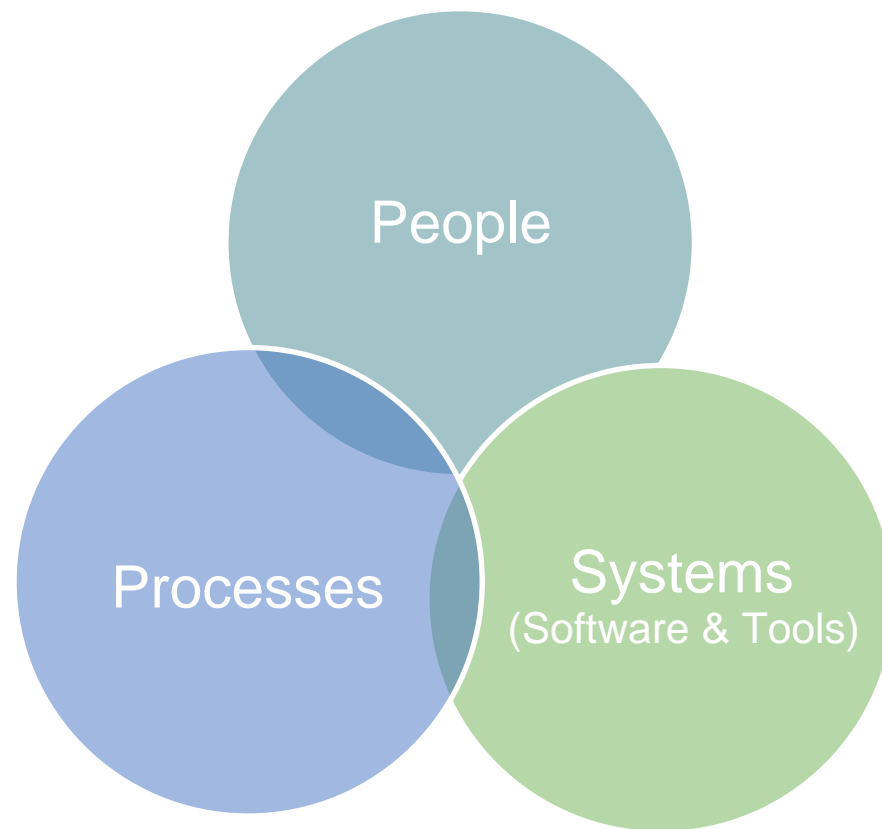
Why does this matter?

Top 20% of Professional Services Organizations vs. Other 80%

- 38% greater year over year change in revenue
- 19% better bid-to-win ratio
- 36% less discount given
- 15% better employee utilization
- 38% less average project overrun
- 33% greater annual revenue billable by consultant

Source: SPI research, February 2021

What is the difference?



Accounting

PM

CRM

HR

Etc.

Accounting System Impacts Revenue Growth

1

Maximize revenue with insights needed to proactively manage projects.

Visibility into financial performance of projects, forecasting, trends, alerts, accurate costing information for better proposals, etc.

2

Capture and bill ALL revenue earned.

In-scope, out-of-scope, materials, expenses, travel, etc.



Maximize Revenue with Insights Needed for Proactive Project Management

POLL 1

How does your firm produce project performance forecast reports?

- Process is automated and in real time
- Process is manual, and it takes a few hours
- Process is manual, and it takes many days
- We don't forecast project performance.

We all know proactive is **better** than reactive

“Ounce of prevention is worth a pound of cure...” Ben Franklin 1736

What gets in the way?

We can't see the warning signs that we are heading off track until it is too late.

JANUARY

S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

PROACTIVE:

Knowing where we are and looking forward in real time.

FEBRUARY

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28						

REACTIVE:

Reacting to what has already happened.

VS.

Proactive Management Example

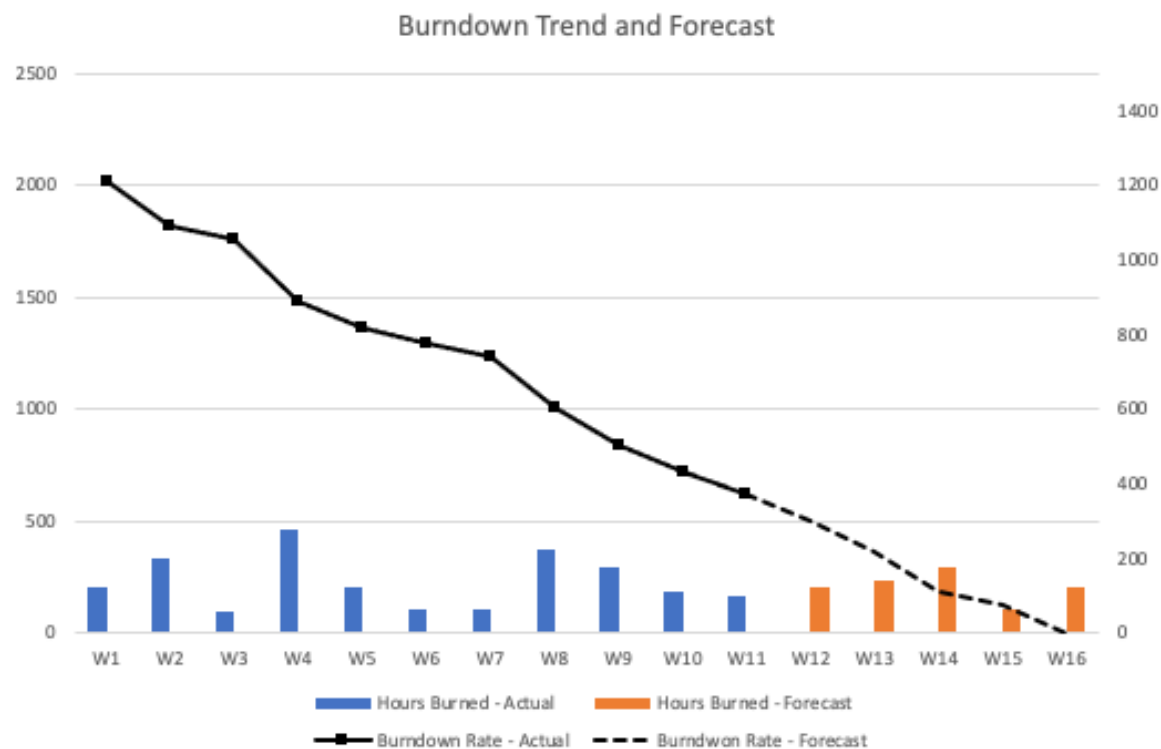
Expenses and actual hours entry date: 1/1/2017 to 3/30/2019

Project: Multiple selections

BQE Core Engineering
PROJECT BURN OVERVIEW

DENALI
BUSINESS SOLUTIONS

\$408K Project budget	\$198K Revenue to date	\$322,354 Budget left	\$86K Service cost	\$6K Expense cost	\$106K Margin
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48%
Project invoiced vs budget

55%
Project complete %

53.68%
Margin %

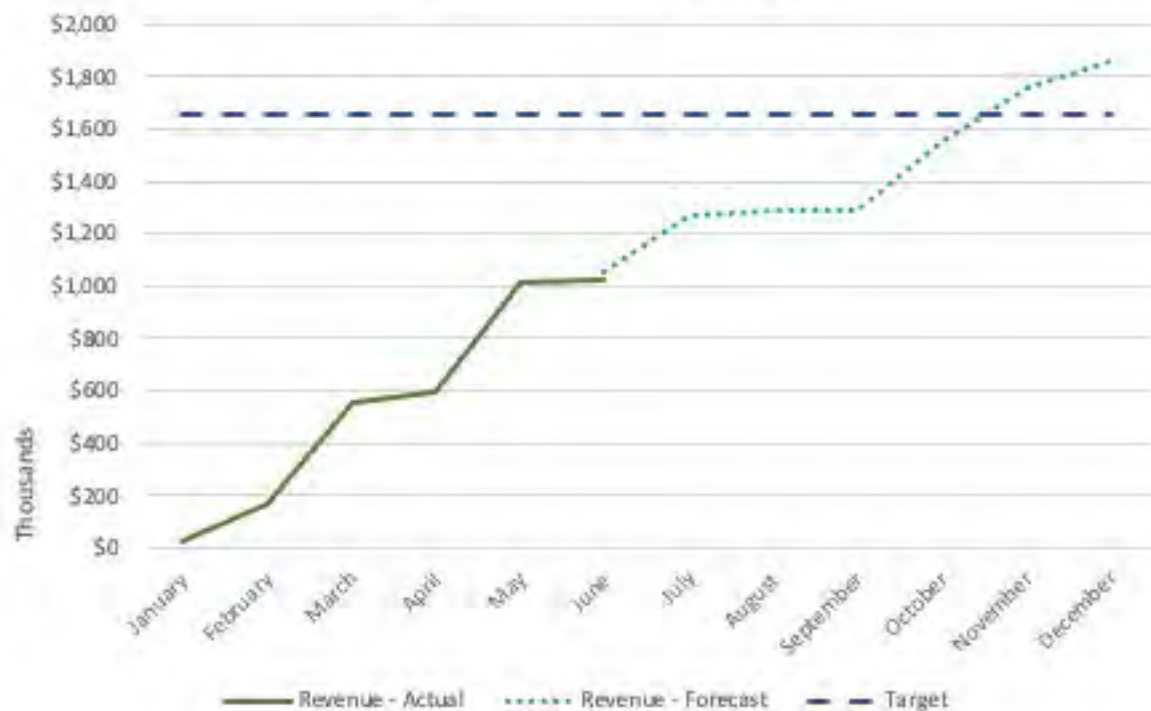
Proactive Management Example



Home

Revenue Overview

Revenue Run Rate vs Target



— Revenue - Actual
 - - - - Revenue - Forecast
 - - - - Target
— Hours Burned - Actual
 — Hours Burned - Forecast
— Burndown Rate - Actual
 - - - - Burndown Rate - Forecast

\$6
Expense

Date
Last ▾ 12 Months ▾

Year
All ▾

Month Name
All ▾

Project Name
All ▾

Proactive Management Example

Home
Mid month

Year: 2019
 Month Name: All

Mid-Month Projection vs Budget

Project Name	Labor	Revenue	Gross Margin	Budget Revenue Project Mid	Projected Revenue Mid	Projection - Revenue Mid
Project 5	794,781	1,580,957	786,177	\$1,401,556	3,161,915	\$1,760,359
Project 12	674,279	1,337,989	663,710	\$1,480,864	2,675,978	\$1,195,114
Project 19	578,267	1,213,549	635,282	\$1,766,409	2,427,098	\$660,689
Project 46	340,746	756,213	415,466	\$723,200	1,512,425	\$789,225
Project 27	317,276	565,354	248,079	\$764,615	1,130,709	\$366,094
Project 15	284,709	479,908	195,198	\$510,719	959,816	\$486,733
Project 21	252,870	636,341	383,471	\$671,160	1,272,682	\$674,716
Project 53	223,069	428,059	204,990	\$585,282	856,117	\$270,835
Project 49	197,257	459,789	262,532	\$248,458	919,578	\$691,170
Project 10	167,061	317,320	150,259	\$324,265	634,639	\$310,374
Total	5,236,663	10,424,034	5,187,370	\$11,378,429	20,848,067	\$9,665,118

FFP

Project Name	FFP
Project 15	37,636.55
Project 21	73,193.84
Project 40	19,476.40
Project 47	10,189.60
Project 49	20,049.87
Project 52	34,933.53
Total	195,479.79

Mid-Month Projection By Project & Task

Project Name	Labor	Revenue	Gross Margin	Projected Revenue Mid
Project 10	167,061	317,320	150,259	634,639
00011.000.04.30	167,061	317,320	150,259	634,639
Project 11	75,902	115,432	39,530	230,864
00012.004.04.30	75,902	115,432	39,530	230,864
Project 12	674,279	1,337,989	663,710	2,675,978
00013.001.04.30	26,833	47,993	21,161	95,986
00013.002.04.30	18,911	34,695	15,784	69,391
00013.003.04.30	70,021	142,727	72,706	285,455
00013.004.04.30	262,373	528,036	265,662	1,056,071
00013.005.04.30	18,677	41,824	23,147	83,648
00013.009.04.30	241,847	484,481	242,634	968,962
Total	5,236,663	10,424,034	5,187,370	20,848,067

Revenue and Labor by Employee

Revenue and Labor by Labor Category

Budget Revenue

\$11,378,429

Total Projected Revenue

\$21,043,547

Projection - Budget

\$9,665,118

How to **proactively** manage problems and opportunities across the firm?

Real time visibility and alerts.



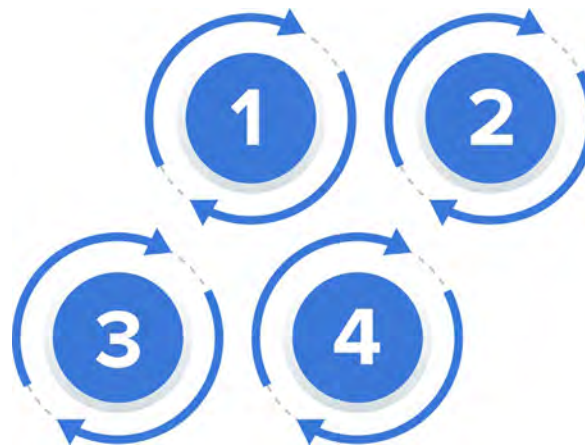
Person

- Missing time entries/time sheets
- Overallocated resources



Project

- Burn rate > xx
- Billed > xx% of total
- More than x tasks past due



Project Portfolio

- Average utilization < xx%
- % projects not on target
- Projects with 0 billable hours this week



Firm

- Cash below xx
- AR over 90 days > xx
- AP over 90 days > xx

Firm View



Home

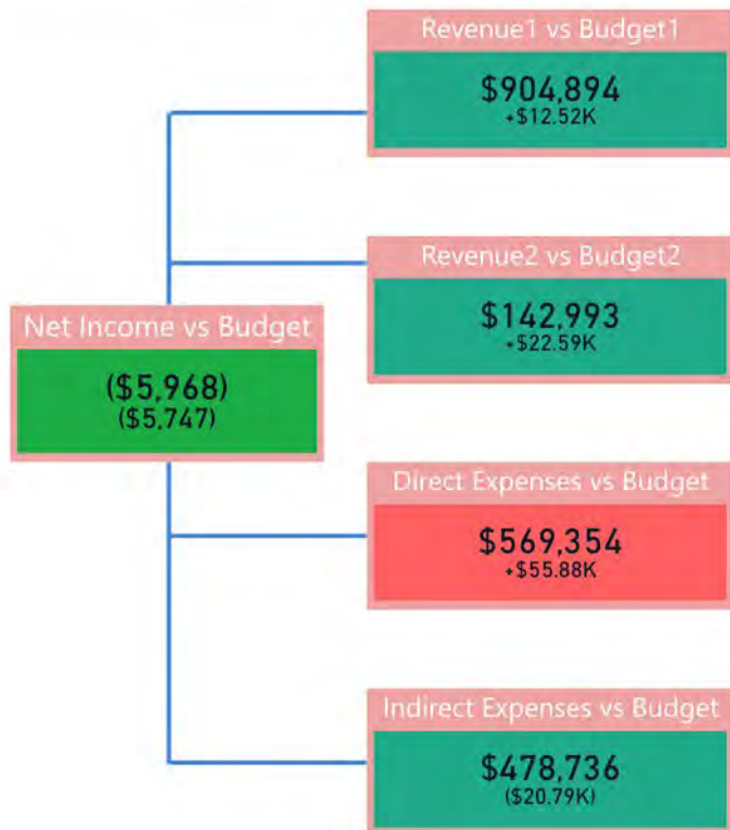
Executive Summary

Year

2019

Month Name

February



Top 5 Projects

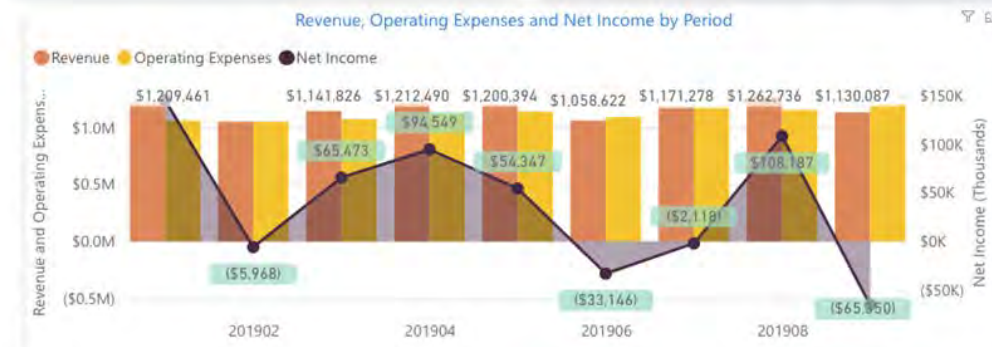
Project Name	Actual vs Budget Revenue
Project 5	\$18,854
Project 54	\$18,030
Project 11	\$16,436
Project 12	\$9,313
Project 27	\$4,637
Total	\$67,271

Bottom 5 Projects

Project Name	Actual vs Budget Revenue
Project 15	(\$2,966)
Project 10	(\$7,457)
Project 18	(\$7,597)
Project 53	(\$9,882)
Project 19	(\$13,677)
Total	(\$41,579)

Line	Actual	Budget	Variance
Direct labor	\$530,542	\$491,464	\$39,078
Direct subcontract labor	\$38,606	\$22,011	\$16,595
Direct materials	\$205	\$205	\$0
Direct travel	\$0	\$0	\$0
Other direct costs	\$0	\$0	\$0
Total	\$569,354	\$513,475	\$55,879

Line	Actual	Budget	Variance
1 Fringe	\$221,021	\$206,868	\$14,153
2 Facilities	\$28,159	\$30,922	(\$2,763)
3 Overhead/G&A	\$182,396	\$231,471	(\$49,074)
4 G&A Unallowable	\$2,325	\$3,450	(\$1,125)
5 B&P	\$33,058	\$26,817	\$6,242
6 IR&D Labor	\$11,776	\$11,776	\$0
Total	\$478,736	\$499,527	(\$20,791)



Firm View

- Employee Utilizations vs. benchmark
- Revenue per employee vs. benchmark
- Billable hours/non-billable hours vs. benchmark
- Revenue per billable consultant vs. benchmark
- EBITDA% vs. benchmark



Project View

Expenses and actual hours entry date

1/1/2017 3/30/2019

Project

All

BQE Core Engineering PROJECT SPEND OVERVIEW



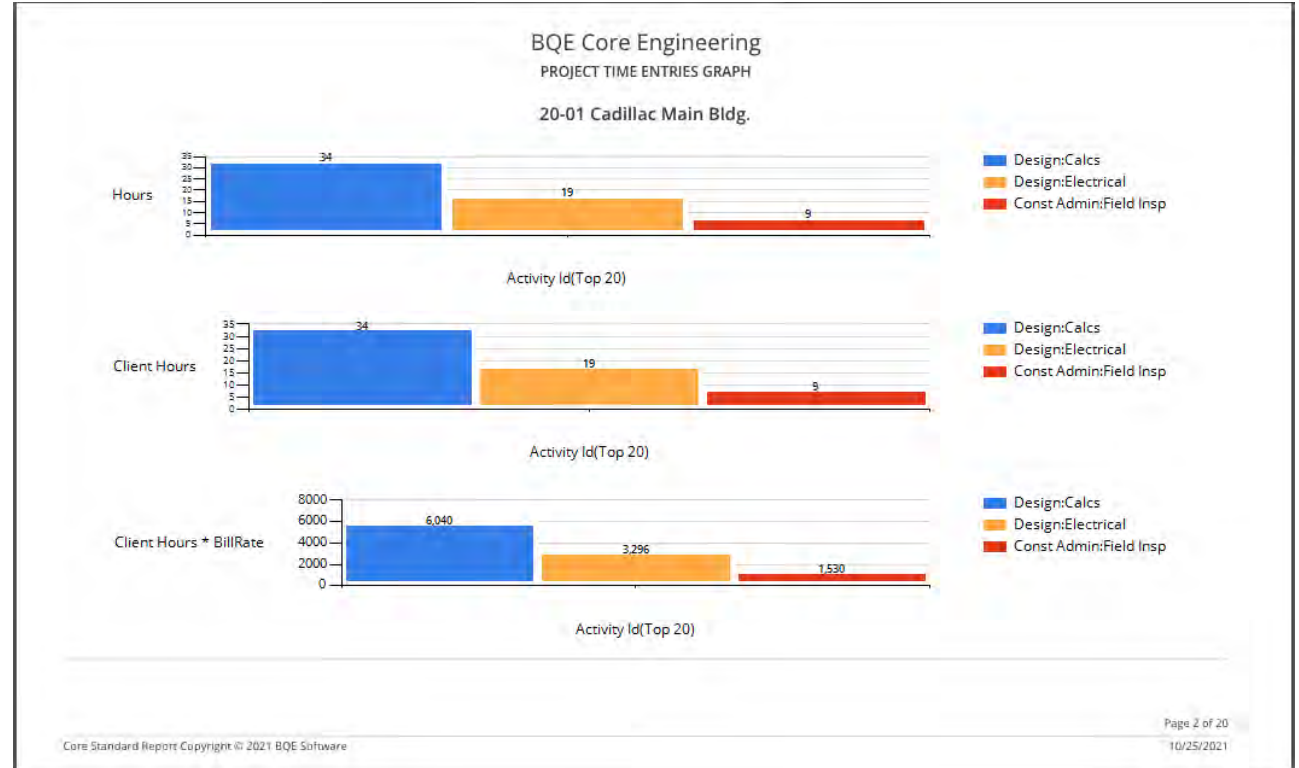
\$5,701.20K Project budget	\$2,937.95K Revenue to date	\$1,472.16K Service cost	\$375.97K Expense cost	\$145.27 Realized billable rate	\$1,089.82K Margin	37.09% Margin %
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Project	Service cost	Total Expense Amount (sum up)	Cost of hours worked + expenses	Employee	Service cost	Employee Billable Utilization %						
17-01 Archlight: - Construction Phase	\$85,610.00			Janet DeMarco	\$311,871.88	87.73%						
00-00: - CORE Engineering Overhead				Scott Jackson	\$278,460.00	88.60%						
17-04 Torrance Airport: - Torrance Airport Main Building Upgrade	\$114,860.00			Steve Cohen	\$266,385.00	87.55%						
17-06 Cadillac Service Center: - Service Bay Expansion Plan	\$96,730.00			Jennifer Smith	\$239,747.19	89.45%						
17-01 Archlight: - Design Phase	\$101,750.00			Curtis James	\$139,552.00	94.95%						
17-05 Beverly Hills Library: - Beverly Hills Public Library - East Bldg. Extension	\$82,950.00			Sally Ryan	\$109,396.88	86.30%						
17-03 Warner Resd:04 CD - Construction Documents Phase	\$80,460.00			Linda Dale	\$109,287.50	89.52%						
16-01 Cadillac Main Bldg.: - Main Building Renovation	\$65,030.00			Jason Acosta	\$17,434.38	97.55%						
16-04 PV High School: - Palos Verdes High School - New Gymnasium	\$50,390.00			Samantha Davis	\$30.00	50.00%						
17-03 Warner Resd:02 SD - Schematic Design Phase	\$69,730.75		\$69,730.75	Total	\$1,472,164.81	89.34%						
17-08 LB Bldg. 42: - Long Beach Harbor Terminal Bldg. 42	\$56,885.25	\$12,113.64	\$68,998.89	<table border="1"> <thead> <tr> <th>Expense account lev. 1</th> <th>Total Expense Amount (sum up)</th> </tr> </thead> <tbody> <tr> <td>5000 - Project Related Costs</td> <td>\$30,200.00</td> </tr> <tr> <td>Total</td> <td>\$30,200.00</td> </tr> </tbody> </table>			Expense account lev. 1	Total Expense Amount (sum up)	5000 - Project Related Costs	\$30,200.00	Total	\$30,200.00
Expense account lev. 1	Total Expense Amount (sum up)											
5000 - Project Related Costs	\$30,200.00											
Total	\$30,200.00											
17-03 Warner Resd:05 AS - Additional Services Phase	\$68,798.88		\$68,798.88									
17-07 Dynamic Autos: - Warehouse Renovation - Spare Parts Division	\$43,840.25	\$24,608.17	\$68,448.42									



Project View

BQE Core Engineering				
PROJECT PERFORMANCE				
20-11 Archlight				
	COST	BILLABLE	BILLED	UNBILLED
SERVICES	\$351,540.40	\$641,135.00	\$603,296.25	\$54,045.00
EXTRA SERVICES	\$0.00	\$0.00	\$0.00	\$0.00
TOTAL SERVICES	\$351,540.40	\$641,135.00	\$603,296.25	\$54,045.00
EXPENSES	\$128,000.00	\$129,525.00	\$129,525.00	\$0.00
EXTRA EXPENSES	\$14,960.80	\$14,966.14	\$4,416.14	\$10,550.00
TOTAL EXPENSES	\$142,960.80	\$144,491.14	\$133,941.14	\$10,550.00
GRAND TOTAL	\$494,501.20	\$785,626.14	\$737,237.39	\$64,595.00
TOTAL HRS	TOTAL CLIENT HRS	EARNED VALUE	EARNED VALUE(%)	
4,272.00	4,272.00	\$731,345.25	76.98%	
PROJECT RETAINER PAID	PROJECT RETAINER USED	PROJECT RETAINER AVAILABLE	CLIENT RETAINER AVAILABLE	
\$0.00	\$0.00	\$0.00	\$0.00	
TOTAL AMOUNT SPENT	NET BILLED(PRE TAX)	TOTAL AMOUNT BILLED	TOTAL AMOUNT PAID	
\$769,675.00	\$57,150.00	\$735,761.39	\$695,500.00	
		TOTAL AMOUNT OWED	\$40,261.39	



Portfolio View

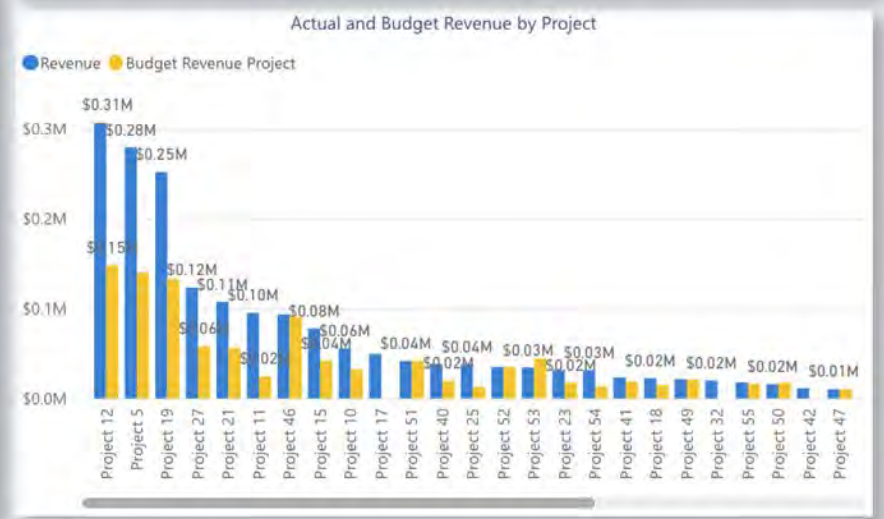


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Project Analysis

Project Type:
 Project Name:
 Year:
 Month Name:

Project Name	Revenue	Direct Expenses	% Gross Margin	Budget Revenue Project	Budget Expense Project	Gross Margin Project %	Gross Margin % (AC-BU)
Project 10	\$55,610	\$36,862	33.71%	\$32,427	\$21,701	33.07%	0.64%
Project 11	\$95,181	\$57,653	39.43%	\$24,323	\$17,384	28.53%	10.90%
Project 12	\$306,768	\$167,627	45.36%	\$147,963	\$97,047	34.41%	10.95%
Project 13	\$2,146	\$5,558	-158.96%			100.00%	-258.96%
Project 15	\$77,652	\$57,223	26.31%	\$42,109	\$38,491	8.59%	17.72%
Project 17	\$49,389	\$28,497	42.30%			100.00%	-57.70%
Project 18	\$22,515	\$12,055	46.46%	\$14,800	\$12,617	14.75%	31.71%
Project 19	\$252,014	\$131,276	47.91%	\$133,065	\$85,664	35.62%	12.29%
Project 21	\$107,483	\$51,142	52.42%	\$55,930	\$30,811	44.91%	7.51%
Project 22	\$3,516	\$2,859	18.69%			100.00%	-81.31%
Project 23	\$31,382	\$16,476	47.50%	\$17,615	\$10,984	37.64%	9.85%
Project 25	\$37,910	\$18,774	50.48%	\$12,691	\$9,649	23.97%	26.51%
Project 27	\$123,335	\$70,973	42.45%	\$57,879	\$38,871	32.84%	9.61%
Project 29	\$9,807	\$6,062	38.18%			100.00%	-61.82%
Project 30	\$146	\$101	31.30%			100.00%	-68.70%
Project 31	\$448	\$448	0.00%			100.00%	-100.00%
Project 32	\$19,882	\$10,183	48.78%			100.00%	-51.22%
Project 34	\$260	\$118	54.59%			100.00%	-45.41%
Project 38	\$619	\$317	48.72%			100.00%	-51.28%
Project 39	\$175	\$69	60.32%			100.00%	-39.68%
Project 40	\$38,304	\$22,260	41.89%	\$19,476	\$12,768	34.44%	7.44%
Project 41	\$23,342	\$14,420	38.18%	\$18,820	\$12,020	26.11%	2.07%
Total	\$1,857,876	\$1,020,839	45.05%	\$1,012,781	\$656,984	35.13%	9.92%



Portfolio View

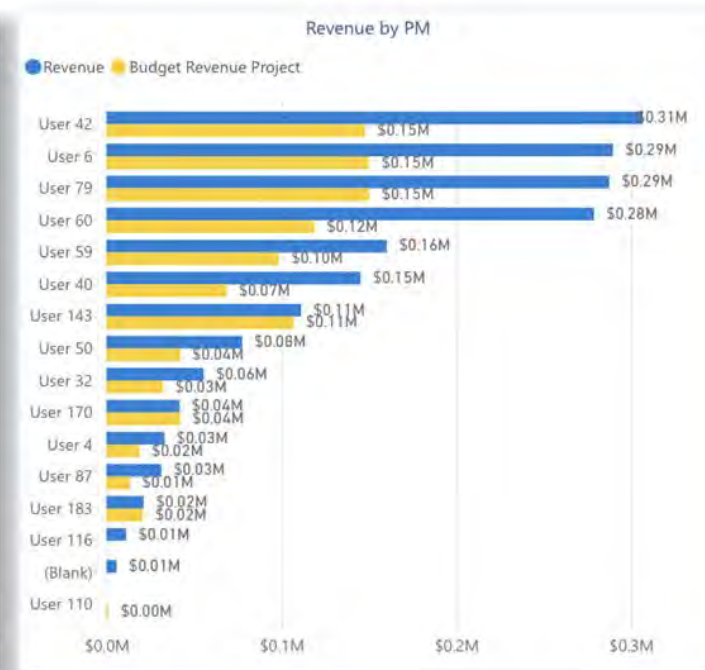


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Project Analysis by PM

Year: Multiple...
Month Name: February

Full name	Revenue	Direct Expenses	% Gross Margin	Budget Revenue Project	Budget Expense Project	Gross Margin Project %	Gross Margin % (AC-BU)
User 79	\$287,598	\$148,523	48.36%	\$150,395	\$94,429	37.21%	11.14%
User 6	\$289,781	\$150,193	48.17%	\$150,345	\$96,951	35.51%	12.66%
User 42	\$306,768	\$167,627	45.36%	\$147,963	\$97,047	34.41%	10.95%
User 60	\$278,875	\$167,656	39.88%	\$118,934	\$86,151	27.56%	12.32%
User 143	\$111,358	\$49,116	55.89%	\$107,075	\$53,799	49.76%	6.14%
User 59	\$160,320	\$88,858	44.57%	\$98,714	\$63,855	35.31%	9.26%
User 40	\$145,393	\$69,916	51.91%	\$68,621	\$40,460	41.04%	10.87%
User 50	\$77,652	\$57,223	26.31%	\$42,109	\$38,491	8.59%	17.72%
User 170	\$41,758	\$22,850	45.28%	\$42,038	\$26,833	36.17%	9.11%
User 32	\$55,610	\$36,862	33.71%	\$32,427	\$21,701	33.07%	0.64%
User 183	\$21,255	\$12,726	40.13%	\$20,898	\$18,576	11.11%	29.02%
User 4	\$33,149	\$20,491	38.18%	\$18,830	\$12,030	36.11%	2.07%
User 87	\$31,360	\$15,466	50.68%	\$13,330	\$5,973	55.20%	-4.51%
User 110				\$1,102	\$687	37.67%	-37.67%
	\$5,792	\$4,477	22.70%			100.00%	-77.30%
Total	\$1,857,876	\$1,020,839	45.05%	\$1,012,781	\$656,984	35.13%	9.92%



Portfolio View



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Project Tracker (h)

Project Name

Year

Month Name

All

Multiple s...

Multiple selecti...

Working Hours per Project and Task

Project Name	201801	201802	201803	201804	201805	201901	201902	201903	201904	201905	Total
Project 12	3,074	2,535	2,792	2,622	2,686	2,968	2,606	2,701	2,639	2,417	27,040
Project 127	1,479	1,283	1,989	1,509	1,826	1,776	1,678	1,794	1,878	2,198	17,409
Project 19	1,820	1,567	1,719	1,496	1,455	1,826	1,457	1,686	1,453	1,844	16,324
Project 5	1,255	1,156	1,329	1,285	1,336	1,549	1,448	1,507	1,593	1,461	13,918
Project 15	948	864	894	868	930	944	649	876	913	919	8,802
Project 27	756	747	983	999	976	856	758	809	861	767	8,510
Project 21	536	591	705	597	698	679	629	676	651	670	6,431
Project 11	664	589	696	639	567	330	428	458	487	286	5,142
Project 10	512	452	477	448	515	488	482	472	528	485	4,856
Project 70	574	393	474	338	191	263	375	417	463	297	3,783
Project 46						807	695	592	643	835	3,571
Project 40	329	289	319	326	350	347	305	337	325	321	3,247
Project 17	745	638	710	510	518						3,120
Project 25	357	296	304	345	278	48	151	261	450	530	3,019
Project 53						511	427	671	663	677	2,949
Total	14,977	13,082	15,685	14,425	14,991	18,063	15,968	17,226	18,533	19,568	162,519

Remaining Hours per Employee

Full name	Hours	Allocated Hours	Remaining Hours
User 1	1,826	1,696	-130.0
User 10	1,788	1,696	-92.4
User 100	1,836	1,696	-140.4
User 102	140	1,696	1,556.0
User 103	1,834	1,696	-138.0
User 104	1,762	1,696	-66.0
User 105	965	1,696	731.5
User 106	299	1,696	1,397.5
User 109	1,805	1,696	-109.0
User 110	2,176	1,696	-480.2
User 111	1,794	1,696	-97.5
User 112	1,457	1,696	239.0
User 115	787	1,696	909.0
User 116	1,757	1,696	-60.5
User 117	1,790	1,696	-94.2
User 118	682	1,696	1,014.0
User 119	301	1,696	1,395.0
User 12	1,892	1,696	-196.1
User 120	275	1,696	1,420.8
User 121	1,942	1,696	-246.0
User 122	858	1,696	838.5
User 123	1,780	1,696	-84.0
User 124	1,788	1,696	-92.0
User 125	1,813	1,696	-116.5
User 126	882	1,696	813.8
User 127	1,743	1,696	-46.5
User 128	914	1,696	782.0
User 129	1,826	1,696	-129.8
Total	162,519	1,696	-160,822.6

Working Hours per Employee per Period

Full name	201801	201802	201803	201804	201805	201901	201902	201903	201904	201905	Total
User 1	6	6	10	8	6	13	11	11	12	28	111
User 10	185	164	188	181	188	192	164	185	190	190	1,826
User 100	184	162	185	179	187	186	154	176	188	188	1,788
User 102	187	165	190	180	189	194	167	182	189	192	1,836
User 103	10	10	10	50	10	10	10	10	10	10	140
User 104	191	162	195	186	192	182	150	183	202	194	1,834
User 105	181	159	185	154	174	173	189	179	188	182	1,762
User 106	195	168	190	180	190	43					965
User 109	182	117									299
User 110	186	162	186	179	186	184	171	177	189	186	1,805
User 111	235	197	192	204	205	243	203	224	231	242	2,176
Total	14,977	13,082	15,685	14,425	14,991	18,063	15,968	17,226	18,533	19,568	162,519

Performance Forecasting

BQE Core Engineering					
ALLOCATED VS. EARNED REVENUE WITH FORECAST					
PROJECT		ALLOCATED	AMOUNT	FORECAST	FORECAST
EMPLOYEE	ITEM-DESCRIPTION	AMOUNT	USED	AMOUNT	END DATE
20-01 Cadillac Main Bldg.					
Steve Cohen	Meeting:Onsite - Client Meeting	\$5,850.00	\$877.50	\$4,972.50	7/17/2020
Steve Cohen	Design:Calcs - Design Calculations	\$2,730.00	\$0.00	\$2,730.00	10/7/2020
20-01 Cadillac Main Bldg. TOTAL:		\$71,520.00	\$6,938.75	\$64,581.25	
20-02 Galaxy Ent.					
Curtis James	Design:CAD - Cad Plotting	\$9,800.00	\$675.00	\$9,125.00	10/15/2020
Janet DeMarco	Meeting:Onsite - Client Meeting	\$7,800.00	\$0.00	\$7,800.00	6/27/2020
Jason Acosta	Survey: - Field Surveying	\$4,200.00	\$1,102.50	\$3,097.50	11/8/2020
Jennifer Smith	Meeting:Onsite - Client Meeting	\$3,400.00	\$85.00	\$3,315.00	7/5/2020
Jennifer Smith	Survey: - Field Surveying	\$1,700.00	\$255.00	\$1,445.00	10/14/2020
Linda Dale	Meeting:Onsite - Client Meeting	\$2,100.00	\$52.50	\$2,047.50	7/11/2020
Linda Dale	Survey: - Field Surveying	\$630.00	\$52.50	\$577.50	10/13/2020
Sally Ryan	Meeting:Onsite - Client Meeting	\$2,940.00	\$262.50	\$2,677.50	10/18/2020
Sally Ryan	Survey: - Field Surveying	\$1,050.00	\$0.00	\$1,050.00	10/8/2020
Scott Jackson	Meeting:Onsite - Client Meeting	\$3,400.00	\$0.00	\$3,400.00	6/4/2020
Scott Jackson	Survey: - Field Surveying	\$1,700.00	\$0.00	\$1,700.00	10/22/2020
Steve Cohen	Meeting:Onsite - Client Meeting	\$7,800.00	\$97.50	\$7,702.50	10/15/2020
Steve Cohen	Survey: - Field Surveying	\$2,925.00	\$292.50	\$2,632.50	10/22/2020
20-02 Galaxy Ent. TOTAL:		\$49,445.00	\$2,875.00	\$46,570.00	
20-03 PV Country Club					
Curtis James	Design:Drafting - Drafting	\$7,700.00	\$525.00	\$7,175.00	6/22/2020
Curtis James	Design:Blue Prints - Blue Printing	\$3,000.00	\$400.00	\$2,600.00	5/12/2020
Janet DeMarco	Const Admin:Site Meeting - Conference With Contractor	\$10,725.00	\$780.00	\$9,945.00	4/30/2020
Jennifer Smith	Const Admin:Site Meeting - Conference With Contractor	\$7,650.00	\$850.00	\$6,800.00	5/6/2020
Linda Dale	Const Admin:Site Meeting - Conference With Contractor	\$2,100.00	\$255.00	\$1,845.00	5/21/2020
Scott Jackson	Const Admin:Site Meeting - Conference With Contractor	\$3,400.00	\$350.00	\$3,050.00	5/11/2020
	Design:CAD - Computer Aided				

Person View

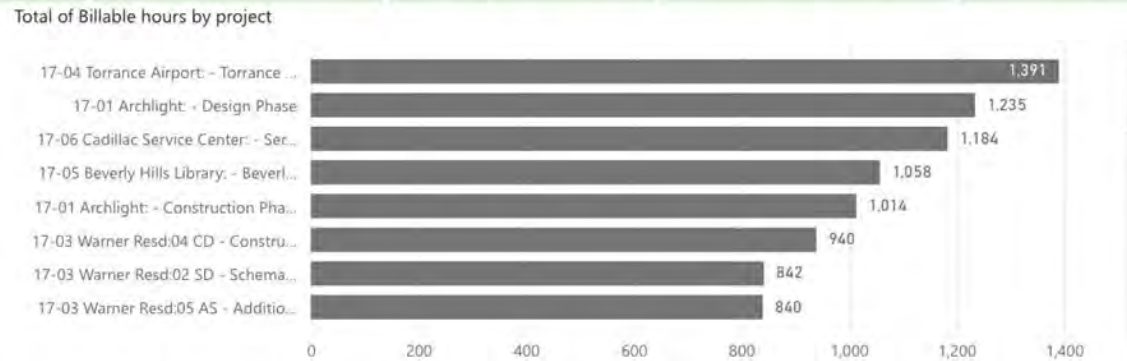
Expenses and actual hours entry date: 1/1/2017 to 3/30/2019

Project: All

BQE Core Engineering EMPLOYEE OVERVIEW



\$5,701K Project budget	\$2,938K Revenue to date	\$1,472K Service cost	\$376K Expense cost	\$145 Realized billable rate	\$1,090K Margin	37.09% Margin %
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52%
Project invoiced vs budget

26%
Project complete %

Employee	Invoice revenue	Service cost	Total hours	Billable hours	Non billable hours	Employee Billable Utilization %
Janet DeMarco	\$499,687.50	\$311,871.88	2,920.75	2,562.50	358.25	87.73%
Scott Jackson	\$460,838.75	\$278,460.00	2,993.25	2,652.00	341.25	88.60%
Steve Cohen	\$494,715.00	\$266,385.00	2,897.75	2,537.00	360.75	87.55%
Jennifer Smith	\$415,306.25	\$239,747.19	2,774.25	2,481.50	292.75	89.45%
Curtis James	\$284,837.50	\$139,552.00	2,999.50	2,848.00	151.50	94.95%
Sally Ryan	\$262,552.50	\$109,396.88	2,897.50	2,500.50	397.00	86.30%
Linda Dale	\$224,485.00	\$109,287.50	2,790.50	2,498.00	292.50	89.52%
Jason Acosta	\$41,842.50	\$17,434.38	408.50	398.50	10.00	97.55%
Samantha Davis	\$100.00	\$30.00	2.00	1.00	1.00	50.00%
Total	\$2,684,365.00	\$1,472,164.81	20,684.00	18,479.00	2,205.00	89.34%

Person View

Expenses and actual hours entry date:

Project:

BQE Core Engineering EMPLOYEE DETAILS



Employee	Invoiced revenue	Service cost	Billable hours	All hours	Client hours	Employee Billable Utilization %
Samantha Davis	\$100.00	\$30.00	1.00	2.00	2.00	50.00%
Jason Acosta	\$41,842.50	\$17,434.38	398.50	408.50	408.75	97.55%
Jennifer Smith	\$415,306.25	\$239,747.19	2,481.50	2,774.25	2,774.25	89.45%
Linda Dale	\$22,000.00	\$10,000.00	100.00	2,790.50	2,790.50	89.52%
Sally Ryan	\$26,000.00	\$10,000.00	100.00	2,897.50	2,897.50	86.30%
Steve Cohen	\$49,000.00	\$18,000.00	180.00	2,897.75	2,897.75	87.55%
Janet DeMarco	\$49,000.00	\$18,000.00	180.00	2,920.75	2,920.75	87.73%
Scott Jackson	\$46,000.00	\$17,000.00	170.00	2,993.25	2,993.25	88.60%
Curtis James	\$28,000.00	\$10,000.00	100.00	2,999.50	2,999.50	94.95%
Total	\$2,684,000.00	\$1,115,197.50	20,684.00	20,684.00	20,684.25	89.34%

Tooltip Ver. 1

Client name:

Search:

- Arclight Theaters
- CBH
- CORE Engineering Servi...
- COT
- Dynamic Autos
- Galaxy Ent.
- LBWD
- PVE
- Scala Residence
- South Bay Cadillac
- Warner Residence

Billable vs Non billable hours by Year-Month

Year-Month	Employee Billable Utilization %	Margine of billable work
2017-05	88.65%	\$9,011.11
2017-06	97.28%	\$5,372.81
2018-07	95.62%	\$12,020.81
2018-08	95.48%	\$8,285.94
2018-09	91.93%	\$8,023.75
2017-12	91.67%	\$6,094.89
2018-05	90.70%	\$10,303.31
2018-01	90.18%	\$6,806.25
2017-09	89.80%	\$1,547.79
2016-02	89.12%	\$4,202.11
2018-06	87.52%	\$6,875.91
2017-11	87.52%	\$6,507.70
2017-10	86.52%	\$6,507.70
Total	89.52%	\$115,197.50

89.52% Employee Billable Utilization %

\$115K Margine of billable work

\$109,287.50 (Revenue cost)

\$224,485.00 (Revenue of actual billable hours)

2,498.00 (Cost of Actual Billable hours)

292.50 (Cost of All hours including actual hours)



Whole Person View

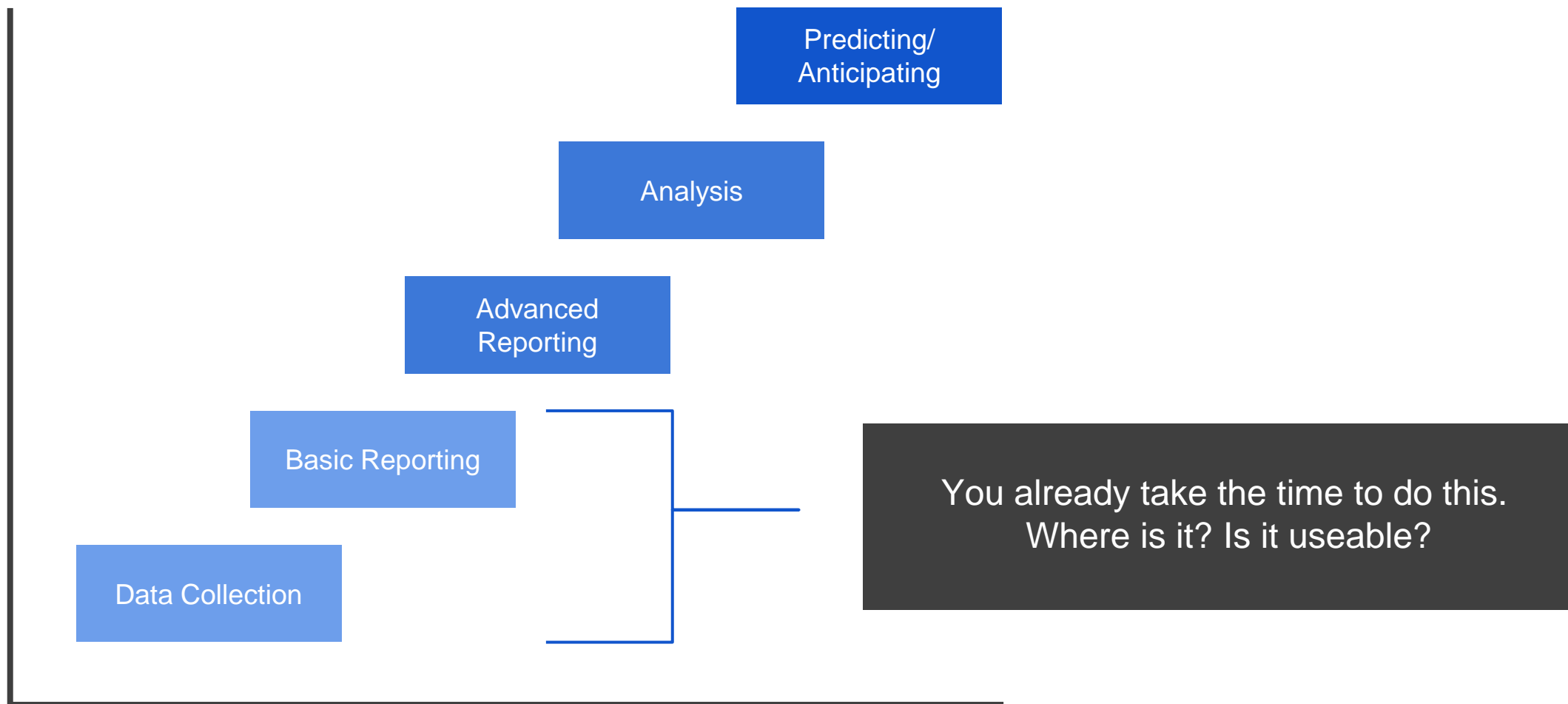
BQE Core Engineering

EMPLOYEE REALIZATION RATE

Drill down is enabled. Invoiced records only. Billable and non-billable records included. Realization rate is time billed vs. Client hours

EMPLOYEE	HOURS	CLIENT HOURS	AVERAGE BILL RATE	AVERAGE WUD	TIME BILLED	REALIZATION RATE	REALIZ. VS AVG BILL RATE	%
Curtis James	2,771.75	2,772.75	\$100.01	1.49	\$386,676.93	\$139.46	\$39.45	28.29%
Janet DeMarco	2,508.00	2,508.00	\$195.00	0.97	\$465,588.88	\$185.64	(\$9.36)	-5.04%
Jason Acosta	360.25	360.50	\$105.13	1.00	\$37,777.79	\$104.79	(\$0.34)	-0.32%
Jennifer Smith	2,438.00	2,438.00	\$167.26	0.97	\$382,108.96	\$156.73	(\$10.53)	-6.72%
Linda Dale	2,455.25	2,455.25	\$89.57	0.98	\$210,646.46	\$85.79	(\$3.77)	-4.40%
Sally Ryan	2,451.25	2,451.25	\$105.00	0.97	\$240,827.02	\$98.25	(\$6.75)	-6.87%
Samantha Davis	2.00	2.00	\$100.00	0.50	\$100.00	\$50.00	(\$50.00)	-100.00%
Scott Jackson	2,568.75	2,568.75	\$173.98	0.97	\$417,477.75	\$162.52	(\$11.46)	-7.05%
Steve Cohen	2,479.00	2,479.00	\$195.00	0.97	\$451,625.27	\$182.18	(\$12.82)	-7.04%

Maturing the Proactive Approach



Recap of Proactive Management

1

Use data to predict and impact outcomes.

2

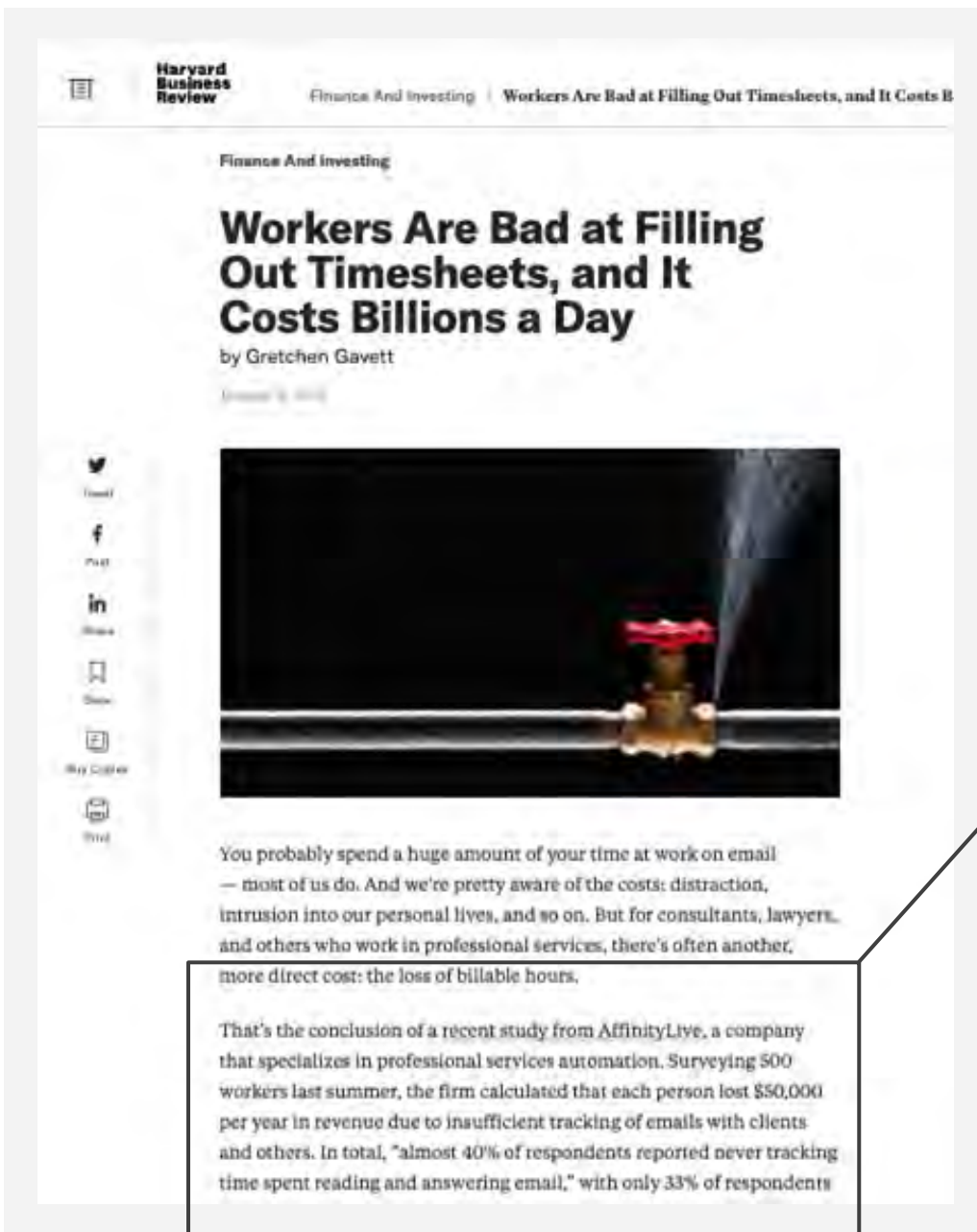
Present insights visually and share with relevant people.

3

Set up alerts to know when something goes off track.



Capture and Bill ALL Revenue Earned



Harvard Business Review

“Surveying 500 workers last summer, the firm calculated that each person lost \$50,000 per year in revenue due to insufficient tracking...”

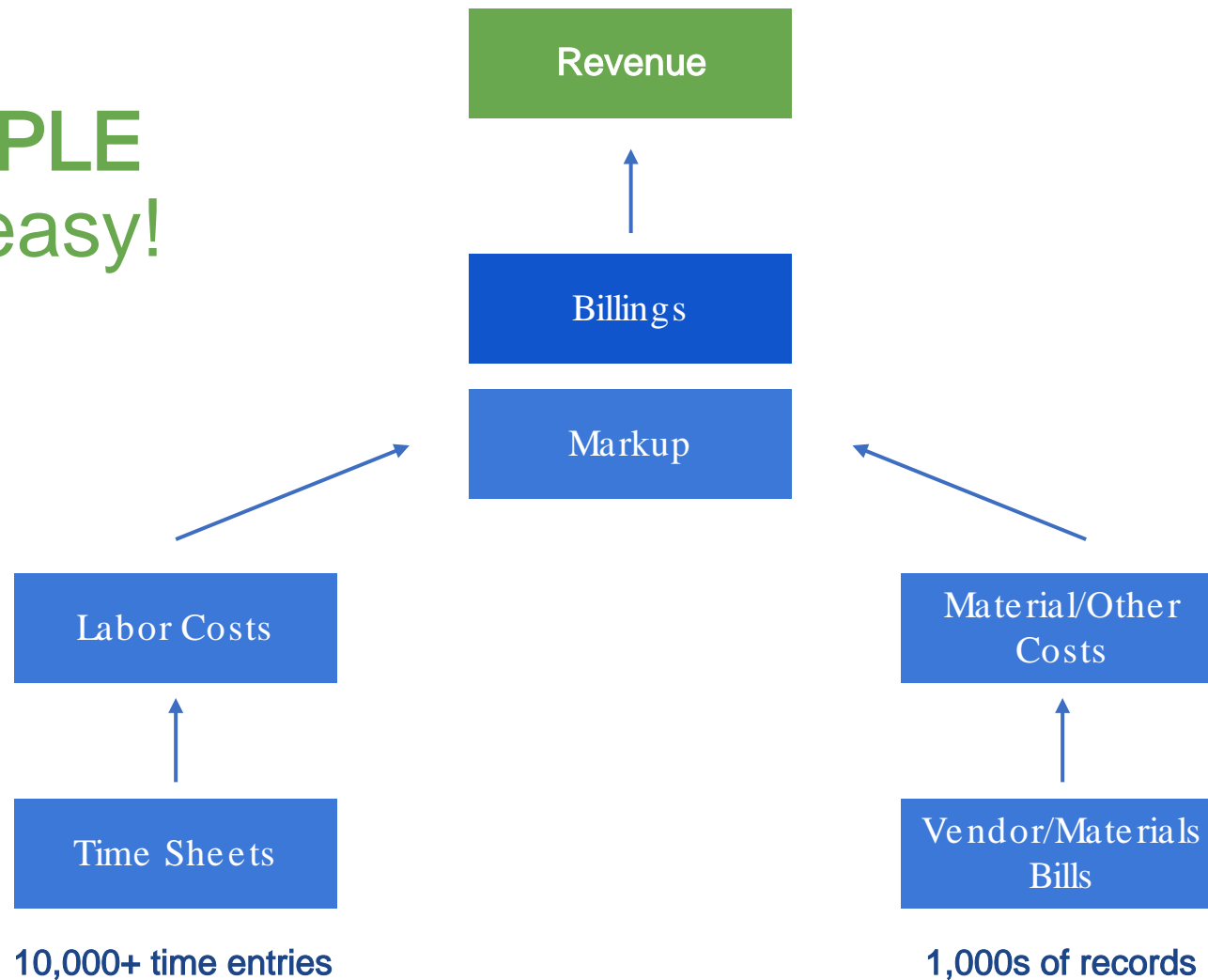
Source: <https://hbr.org/2015/01/workers-are-bad-at-filling-out-timesheets-and-it-costs-billions-a-day>

How do you capture **EVERYTHING**?

- Integrated system(s).
- High compliance.
- Human error detection – people make mistakes.

From data to revenue

It's **SIMPLE**
but not easy!



What we see at clients

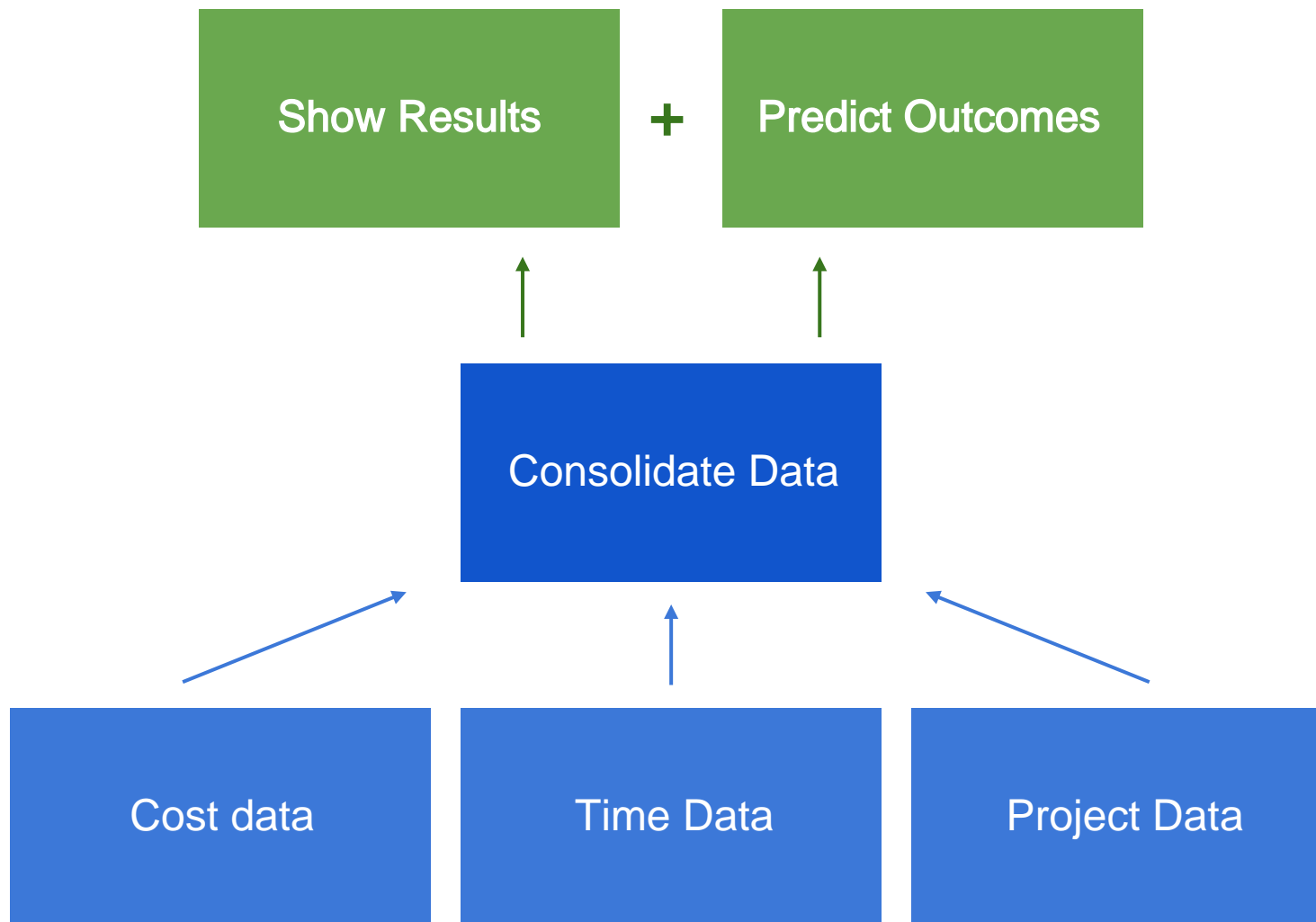


The screenshot shows a multi-tabbed spreadsheet. One prominent tab is titled 'ACME Worldwide Unit Sales' and contains a detailed monthly and quarterly sales report. The columns include months from January to December, and quarterly totals (Q1, Q2, Q3, Q4). The rows list various product units with their respective sales figures. Other tabs and windows are visible in the background, showing various data tables and formulas.

AMAZON.COM, INC.
CONSOLIDATED STATEMENTS OF OPERATIONS
(in millions, except per share data)

	Year Ended December 31,		
	2015	2016	2017
Net product sales	\$ 79,268	\$ 94,665	\$ 118,573
Net service sales	27,738	41,322	59,293
Total net sales	107,006	135,987	177,866
Operating expenses:			
Cost of sales	71,651	88,265	111,934
Fulfillment	13,410	17,619	25,249
Marketing	5,254	7,233	10,069
Technology and content	12,540	16,085	22,620
General and administrative	1,747	2,432	3,674
Other operating expense, net	171	167	214
Total operating expenses	104,773	131,801	173,760
Operating income	2,233	4,186	4,106
Interest income	50	100	202
Interest expense	(459)	(484)	(848)
Other income (expense), net	(256)	90	346
Total non-operating income (expense)	(665)	(294)	(300)
Income before income taxes	1,568	3,892	3,806
Provision for income taxes	(950)	(1,425)	(769)
Equity-method investment activity, net of tax	(22)	(96)	(4)
Net income	\$ 596	\$ 2,371	\$ 3,033
Basic earnings per share	\$ 1.28	\$ 5.01	\$ 6.32
Diluted earnings per share	\$ 1.25	\$ 4.90	\$ 6.15
Weighted-average shares used in computation of earnings per share:			
Basic	467	474	480
Diluted	477	484	493

An Integrated System





Entry Compliance

- Reminders
- Missing time sheet report
- Missing hours report and alert
- Compliance leaderboard
- Actual vs. planned exception report
- Integrated approval process

Detecting Errors

- Integrated approval process
- Exception reporting
- Anomaly detection
- Actual vs. planned exception report
- Accuracy leaderboard

A word about getting paid for out-of-scope:

- Who do you think gets paid for all of their out-of-scope work?

Company A

- Find all changes at the end of the project.
- Bill the customer for all changes at the end

Company B

- Captures/alerts about changes as they happen
- Present a change order estimate/approval form to customer
- Bill customer immediately

Recap of Billing Capture

1

Revenue leakage has a significant impact on revenue.

2

Capturing everything requires data integration, team compliance, and error detection.

3

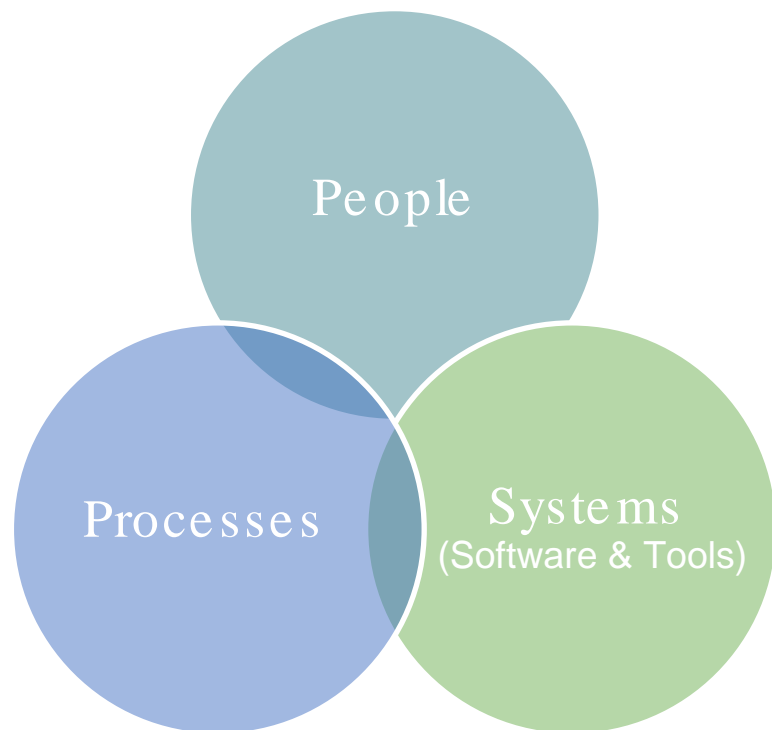
Bill for change orders fast and often.

Conclusion

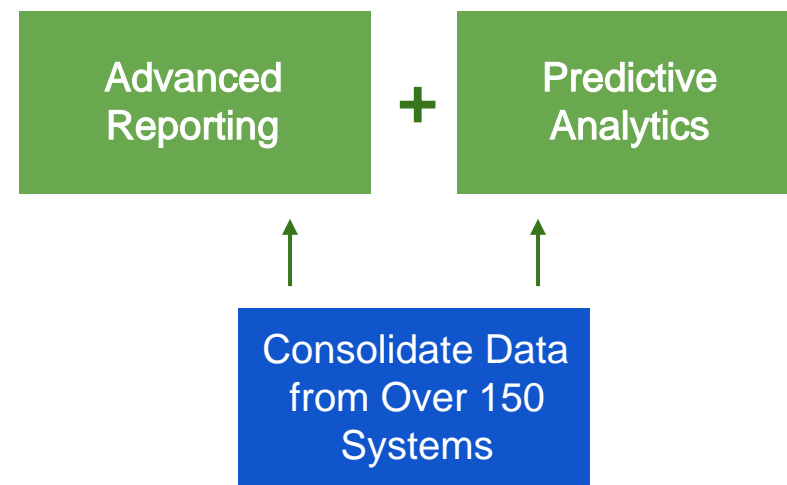
- Your accounting software has major impact on revenue growth.
- Your data has to be integrated and accessible to those that need it to make informed decisions.
- Reporting, predictive analytics, and alerts allow your firm to operate proactively.

About Denali?

Consulting



Add-on Application



About BQE?

Integrated system that allows you to manage your entire firm in one place

- Time and Expense Tracking
- Project Management
- Billing
- Accounting
- Human Resources

Example problems my clients look to BQE to solve:

- Managers don't have the visibility and the information they need to to make their projects the best they can be
- Invoicing takes too long and prone to errors

Poll 2

How would you like to learn more about how BQE CORE can help you grow your revenue?

- I'd like to sign up for a free trial.
- I'd like to speak with a representative.
- I'd like to request a demo.
- I do not wish to learn more at this time.

Questions and Answers with:



Eldar Causevic
President
Denali Consulting Services



Todd Danielson
Editorial Director
Informed Infrastructure

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