



Deltek.

Deltek Power Launch for WorkBook Solution Description

- » A best practice solution for agencies wanting to optimize their business

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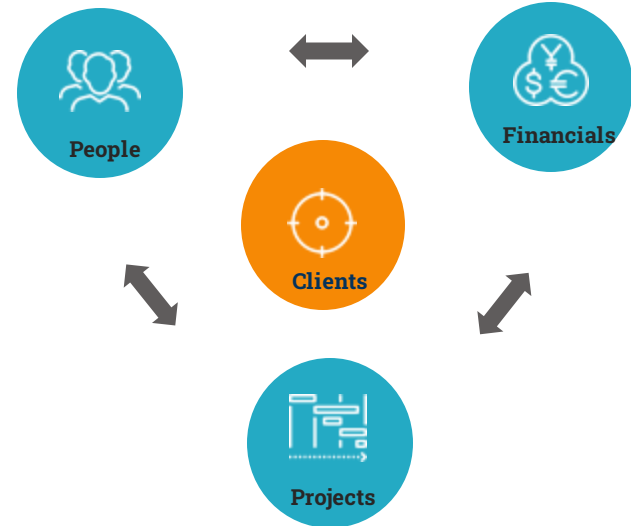
Introduction

Advertising and Marketing agencies are undergoing rapid transformation and businesses are moving at an exponential rate. The shift to digital coupled with increased competition and demand from clients putting pressure on margins, has made it increasingly important to deliver projects on time, to budget and of the highest quality, whilst ensuring the maximization of return on employee efforts.

WorkBook is an end-to-end solution designed to assist you in meeting these challenges. Enabling you to manage your workflow from opportunities all the way through to billing, collecting cash and reporting on your projects.

We have taken experience from several decades of working with different types of agencies and have configured a pre-configured solution, which incorporates best practices and knowledge from hundreds of implementations. It is packaged-up with a pre-configured set of processes and settings to enable your agency to implement a system and set of procedures quickly and to industry best practices.

This Solution description document provides a bite size view of what you have purchased with this specially configured offering. It covers four key areas, namely; clients, people, projects, and finance.

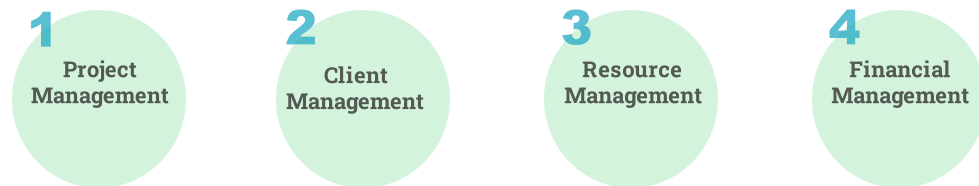


We recommend, when looking to optimize internal processes and business efficiencies in your delivery model, that you approach your optimization project with a focus on these four pillars

Please note, this document can be read as four individual chapters or work areas. When implementing your WorkBook solution it might be beneficial for you to delegate responsibility of these 4 areas to different people. Should you only be interested in implementing the People and Projects element of WorkBook, you can limit your reading as well as your purchase to those areas. Although you may find useful information in the Client and Financial sections.

Introduction *How to read this document*

On the previous page we identified the four pillars in agency management, to specify the four main chapters in this document



Each of these sections has then been broken down with the same sub-sections as described below:



Setting the scene: The overall introduction and focus area on the solution

Best practice processes: Optimizing one area like project management can involve a lot of various processes, and you may have a hard time getting everybody to corroborate. Hence we highlight 3-4 processes that we know make a difference and should be followed by all. Further to this document we have produced a complete process description with all process descriptions in swimlanes. This document will provide inspiration on how the entire process flow can work for your agency (Workbook Process Descriptions)

Reporting within the area: In this section we give an overview on how the solution supports reporting and visibility within the given area

3-4 areas of improvement: On the setting the scene page we identify 3-4 areas of improvement. For each of these areas we have described the Workbook solution

What is included in your purchase?

This solution description details the fully configured Workbook solution. If you have only purchased Project & Resource Management the Client and Finance chapters are not a part of your purchase.

As mentioned the document can be read so that each chapter can be combined to the different license packages we offer. The only place where this does not apply is under the Client Management 'Revenue Forecasting' section which is for those that have purchased the Finance part of our solution.

A role based solution

There are several roles within an agency. We often distinguish between Operations and Finance. A breakdown of these can be seen below:

Operations	Finance
<p>Employee: Creative.. Developer .. : Executes tasks on projects and make sure to capture time & expenses</p>	<p>CFO: Ongoing control and approval of costs, in charge of revenue forecasts and match to people, contracts, month-end + statutory</p>
<p>Project Manager: Manages the project from it start till it is delivered; budget & planning, execution, invoicing</p>	<p>Controller: Ongoing management of finance budgets, managing revenue recognition and month end, reporting to management</p>
<p>Department manager: Owns the people in the department and must oversee utilization and optimize planning. Can also act as project manager</p>	<p>Accounts Payable: Controls all costs from the PO's are raised till vendor invoices are received and paid. Controls all expense sheet payment</p>
<p>Account Manager / Client Partner: Owns the client, in terms of managing opportunities, forecasting and overall project responsibility</p>	<p>Accounts Receivable: Is in control of WIP and Accounts Receivable – makes sure we invoice the client and the money is collected</p>
<p>Resource Manager (Traffic): Owns and drives the planning and optimization of resources</p>	<p>Finance all: One role that has access to all of the finance roles above. This can be used in case you are a small agency with just one person in finance.</p>
<p>Management: Gets a full picture of the business through insights - being people, clients and projects</p>	<p>Human Resources: Can setup employees in the solution and have overview of absence and can approve absence requests</p>

Each of these roles has a distinct part to play in the running and success of a business and each is measured on their own set of KPI's.

WorkBook is a full end-to-end agency solution and throughout the workflow process different roles will be interacting with the system to carry out their actions.

We have highlighted in this document, and in our 'WorkBook process descriptions' how each role will interact with the system in terms of process execution

Finally, Appendix 2 provides a detailed breakdown of the functionality that each of the roles listed here will have access to in the solution and their approval remits etc.

A photograph of three business professionals in an office setting. A man in a light blue shirt is seated at a desk, looking at a laptop. A woman with glasses and a dark blue blazer is leaning over his shoulder, pointing at the screen. Another man in a light blue shirt is leaning over her shoulder, also looking at the laptop. The background shows a window with white blinds and a soft, warm light. In the bottom right corner, there is a graphic of three overlapping chevrons pointing right, colored in shades of green and blue.

Project Management

» Delivering projects on time, budget and quality

Introduction

Project Management is the nerve of the WorkBook Solution, from the start of a project opportunity in the CRM to it being fully delivered and paid for. In this section the description will cover all elements of this process. We start by setting the scene on the solution focus and for whom and what to focus on

Solution focus

Project life cycle is the focus for WorkBook with the following key fundamentals:

- 1 Full visibility on project performance:** Full visibility of how projects are performing, a clear determination of what the project manager's responsibilities are and what they are measured upon
- 2 Setting the right baseline:** Manage projects by proper estimation and pricing. So that it reflects the projects contracted scope in a baseline budget, regardless of whether the project concerns fixed price or time & material
- 3 Execute project:** Plan daily and weekly tasks, collaborate around the execution of the tasks and make sure there is progress on delivered tasks
- 4 Deliver and control progress:** Control hours and spent costs against the set budget and re-plan to reflect latest estimates of project. Report progress to finance on a monthly basis for correct revenue recognition
- 5 Control project financials:** Set invoicing plans as part of the project establishment and make sure invoices are sent out on a monthly basis (T&M) or when invoice schedules are due

Roles / People in focus

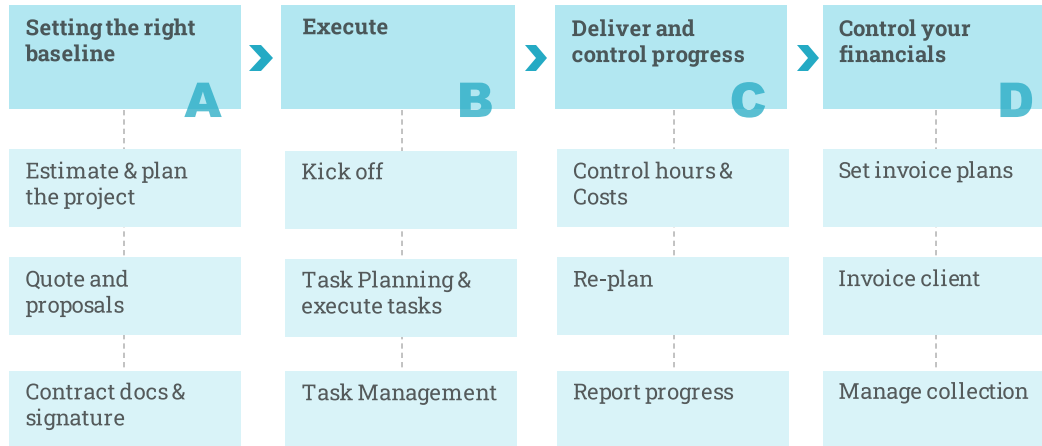
Role	Description
Project Manager	Manages the project from start to finish until it is fully delivered: budget & planning, execution, managing progress and invoicing
Line Manager	Manages people, their team or department and oversees utilization and optimal planning
Employee	Executes tasks on projects and capture time and expenses

KPI's and measures

KPI	Description
Project net profit	Revenue less external costs and less cost of hours – on the individual project
Project Write offs	Write offs on the individual project in terms of revenue that can't be invoiced
Client / Project revenue	Revenue and net revenue per the individual client and individual project

The core processes of project management

The start of a project opportunity to its delivery, involves a complete set of processes that are supported by the WorkBook Solution. Shown below are the high level, core project processes of an agency.



A Set the right baseline: From the start of a project you must ensure that it has the right baseline in terms of securing a proper estimate, a proper statement of work and a plan for execution. All elements and more are covered

B Execute: Moving from A to B we kick off the project. The key is to manage the progress of tasks and ensure execution. The solution supports task planning and management including collaboration around the tasks

C Deliver and control progress: Hours are tracked on projects and so are costs. You may raise a PO to ensure costs do not exceed approvals. PMs can approve the hours on a project. We recommend a weekly process for registering and approving time. This leads into a monthly process where progress is evaluated and fully connected to how much revenue is recognized

D Control your financials: The WorkBook solution enables you to set invoicing plans, invoice accordingly get notified at the time, or simply invoice based on what has been spent on a more T&M basis

Covered project processes in WorkBook Solution

The solution covers a complete set of processes – all of these you can read about in the "WorkBook – process descriptions", including swimlane diagrams. We shortly present them here:

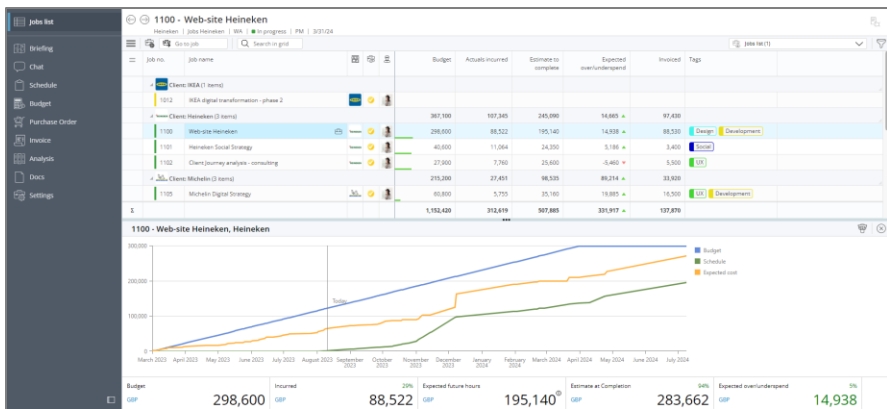
- Create new project (billable and non-billable)
- Time submission
- Project execution
- Project invoicing
- Project closing

Achieved through:

Our approach is to provide full visibility of progress on projects and ensure project managers are accountable for the amount a company earns on the project. It is important that project managers and those above have full visibility of projects that are profitable versus those that are not.

Our one version of the truth is the project workspace

Project Workspace – one version of the truth:



The project workspace is the nerve of the project manager, providing full transparency of his project. In this view you can see a selected project and a KPI view, where you can track the progress of the project against the set budget.

The cost view – a subpart of the project workspace:

Grouping	Scheduled sales value	Budget approved	Hours	sales value	Materials	Purchases	Purchase orders	Total	% Invoice draft	Invoice draft	Invoice total	Profit (€)		
280 - Senior Designer	5,880.00	14,000.00	5,470.00					-	5,470.00	39%	7,000.00	7,000.00	1,530.00	
310 - User Experience Designer	10,120.00	13,200.00	6,200.00					-	6,200.00	46%	6,600.00	6,600.00	400.00	
340 - Senior Developer	127,060.00	137,600.00	44,200.00					-	44,200.00	32%	38,760.00	38,760.00	34,300.00	
370 - Lead Developer	44,320.00	70,800.00	13,980.00					-	13,980.00	19%	35,400.00	35,400.00	21,420.00	
440 - Project Manager	7,930.00	41,600.00	2,800.00					-	2,800.00	6%	20,800.00	20,800.00	18,000.00	
800 - Travel & Entertainment							57.55	1,000.00		1,057.55	70%	750.00	750.00	307.55
820 - Media		1,500.00						1,188.00		1,188.00		-1,188.00		
830 - Freelance Staff Costs							2,376.00	2,000.00		4,376.00		-4,376.00		
920 - On Account Invoicing										28,840.00	88,530.00	118,360.00	118,360.00	
Group name: Summary (3 items)														
Total before adjustments	195,000.00	288,600.00	72,700.00					3,621.55	3,000.00	79,321.55	28%	178,180.00	88,530.00	287,690.00
Adjustments summary										-11,300.00		-11,300.00		
Total after adjustments	195,000.00	288,600.00	72,700.00					3,621.55	3,000.00	68,021.55	23%	178,180.00	88,530.00	287,690.00
Net revenue after adjustments	195,000.00	294,100.00	84,000.00							84,407.55	28%	287,690.95	177,288.45	
Net profit	89,500.00	140,100.00	47,300.00							42,127.55	30%	287,690.95		

The costs view within the project workspace provides the project manager with detailed insight of the project through the different tabs i.e. hours, purchase, invoices

Reports & views to support project visibility:

As mentioned above the project workspace is where you get full overview of projects. In the upper right corner of the KPI view you can see a drop down (Jobslist), here you can select between multiple views showing the project sliced and diced in different ways. Examples below:

- **Jobs list:** A summary view to enable the tracking of your project across budgets, actuals and planned work providing insights into EAC and ETC and any potential overspend on your project before its completion
- **Status view:** Enables you to review and update the production status on a project and plan next steps
- **Invoice view:** Enables you to review the invoice values and status related to your projects
- **Gantt view:** View each of your projects in a timeline to quickly review deliverables and milestones
- **Expenditure overview cost and sale:** Get granular insights into the breakdown of your project actuals

Please find a full view of all reports in the appendix 1: Workbook reports

Achieved through

When starting a project it is crucial to establish the right control point. We call this our baseline. In essence the baseline can be many things. The project plan is the baseline for when you shall deliver, the budget is the baseline for your costs, and your Statement of Work is your baseline for what should be delivered. The Workbook Solution helps to set this up

Project creation and templates

Price ID	Template title	Job no.	Job reference	Company
45	Consulting Template	1006	Consulting Template	WorkBook Agency @...
44	Web-site Template	1006	Web-site Template	WorkBook Agency @...

When starting a project you will be asked to fill in information about the project, but what is more important is that this opens up the ability to use a number of templates throughout the setup and execution of the project.

There is support via usage of templates for the following:

- **Client brief**
- **Project plans and WBS structure**
- **Budget and quotes**
- **Statement of Work (or any word templates in a fixed format that you want to attach to a project or type)**

As part of delivering the preconfigured template there is support for usage of templates. In terms of defining i.e the project plan template, the brief etc. the responsibility will lay with the customer

Briefing

The Brief can be generated in the solution. This can happen through an inbuilt template for your brief, or an uploaded template that is matched against your “type” of project.

The screenshot shows a software interface for a project briefing. On the left is a navigation menu with options like 'Jobs list', 'Briefing', 'Chat', 'Schedule', 'Budget', 'Purchase Order', 'Invoice', 'Analysis', 'Docs', and 'Settings'. The main area displays the project title '1100 - Web-site Heineken' and the Deltek WorkBook logo. Below the logo is a 'BRIEFING 1100 - Web-site Heineken' form. The form includes fields for 'Agency: WorkBook Agency', 'Prepared by: Penny Middle, Penny.M@DeltekAgency.com, 14-05-2023', 'Client: Heineken', 'Contact: Jean Goodman, jean.goodman@heineken.com', 'Account team: Penny Middle, Penny.M@DeltekAgency.com, 14-05-2023', 'Creative team: All employees', and 'Budget: Jean Goodman, jean.goodman@heineken.com'. At the bottom, there is a 'REQUIREMENTS' section with 'Background information' and a placeholder text: 'Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum. What was the issue with the current website before?'

The brief can be setup to be approved internally before it is sent out to the client for their sign off and the format can be adjusted based on what you want to include from your information

Budgets

The screenshot shows a budget table for the project '1100 - Web-site Heineken'. The table has columns for 'Phase no.', 'Line no.', 'Activity', 'Activity text', 'Hours', 'Hourly rate', 'Profit margin', 'Purchase', 'Estm', 'Discount', 'Amount', and 'Page break'. The data is organized into phases: Phase no. 1 (Analysis), Phase no. 2 (Design), Phase no. 3 (Development), and Phase no. 4 (Testing & QA). A summary row at the bottom shows 'Summary' with 'Total' values for 'Total Hours' (2000), 'Currency' (GBP), 'Total' (298,600.00), 'P&M' (147), 'Purchase' (4,550.00), 'Estm' (294,100.00), 'GM' (98%), and 'Net profit' (48,524).

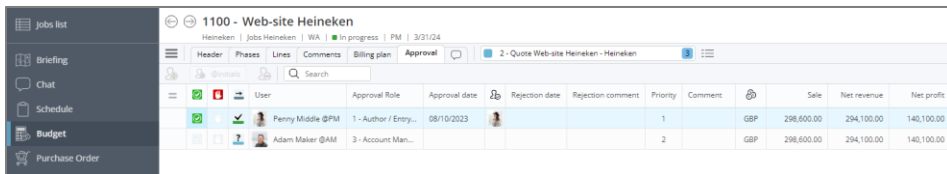
Phase no.	Line no.	Activity	Activity text	Hours	Hourly rate	Profit margin	Purchase	Estm	Discount	Amount	Page break
1	1	270 - Lead Developer	Data & insight analysis	150.00	40.00	1,000.00				20,000.00	
1	2	270 - Lead Developer	Discovery & stakeholder meetings	50.00	160.00					8,000.00	
1	3	270 - Lead Developer	Site mapping & documentations	40.00	160.00					6,400.00	
2	6	280 - Senior Designer	Concept & prototypes	50.00	140.00					7,000.00	
2	7	280 - Senior Designer	Verification of UI and prototypes	50.00	140.00					7,000.00	
2	8	310 - User Experience Designer	UI Design	120.00	110.00					13,200.00	
2	9	310 - Lead Developer	Infrastructure design	80.00	160.00					12,800.00	
3	8	340 - Senior Developer	Developing pages and info	400.00	150.00					60,000.00	
3	9	340 - Senior Developer	Develop functionality	400.00	150.00					60,000.00	
3	10	340 - Senior Developer	Content migration-integration	100.00	150.00					15,000.00	
4	10	440 - Project Manager	Error & bug fixing	150.00	150.00					22,500.00	
4	11	370 - Lead Developer	Testing	120.00	160.00	1,000.00	2,000.00			21,200.00	
4	12	370 - Lead Developer	User acceptance test	100.00	160.00					16,000.00	
4	13	440 - Project Manager	Quality & test plan	40.00	150.00					6,000.00	
4	14	440 - Project Manager		280.00			1,300.00			37,800.00	
Summary											
				Total	2000						
				GBP	298,600.00						
										Summary	
				Total	147						
				GBP	294,100.00		4,550.00				
				Estm	98%						
				Net profit	48,524						

Following the brief, the budget will be the core foundation for controlling your project and can also be the foundation for your quote to the client in the format determined by you.

Budgets can be automatically linked to a client specific rate card to safeguard margins and ensure your staff are budgeting accurately whilst securing a similar rate based revenue recognition.

Budget Approval

Once the budget is finalized it can enter an approval workflow, automatically routed to a defined user or role for review. As a PM you can review the workflow status directly from the project.



User	Approval Role	Approval date	Rejection date	Rejection comment	Priority	Comment	Sale	Net revenue	Net profit
Penny Middle @PM	1 - Author / Entry...	08/10/2023			1		GBP 298,600.00	294,100.00	140,100.00
Adam Maker @AM	3 - Account Man...				2		GBP 298,600.00	294,100.00	140,100.00

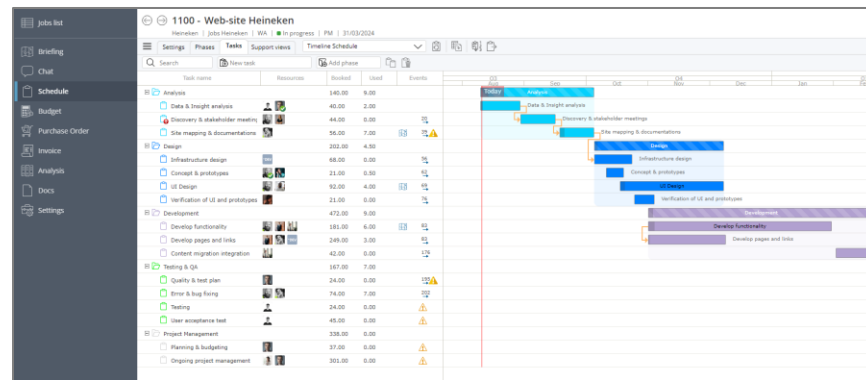
If the budget approval is rejected a new version can be generated with the previous, rejected version going into a cancelled state so that there is a clear trail. The approval request will populate within the native Workbook Inbox of the defined approver(s)

Statement of Work

It might be that your approved quote becomes the contractual document with the client. Alternatively you could formalize it further with a Statement of Work. As mentioned earlier you can upload this as a document once signed, or attached as a template to the project type, so project managers use the correct format

Project plans

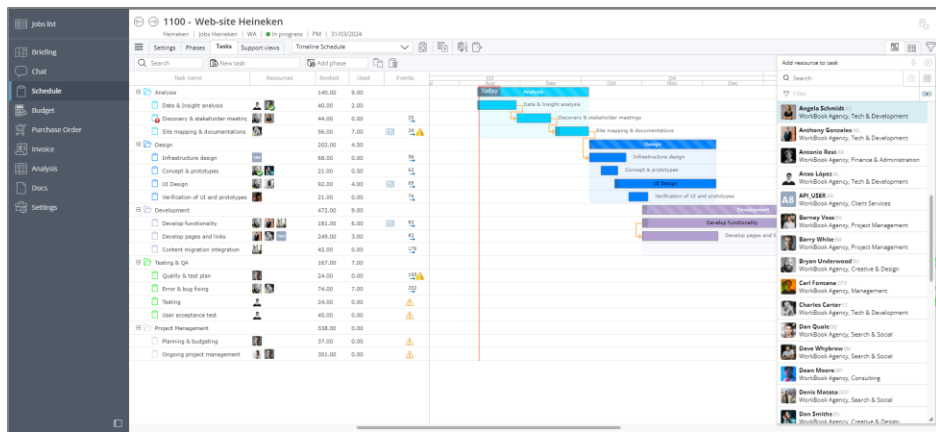
Project plans can be generated for delivery based on your budget. You can also start the other way around and let your project plan and staffing become the foundation for your budget. Timelines can be linked by dependencies, safeguarding delivery structure, as well as contain milestones and lag for complete control and accuracy



Project task staffing

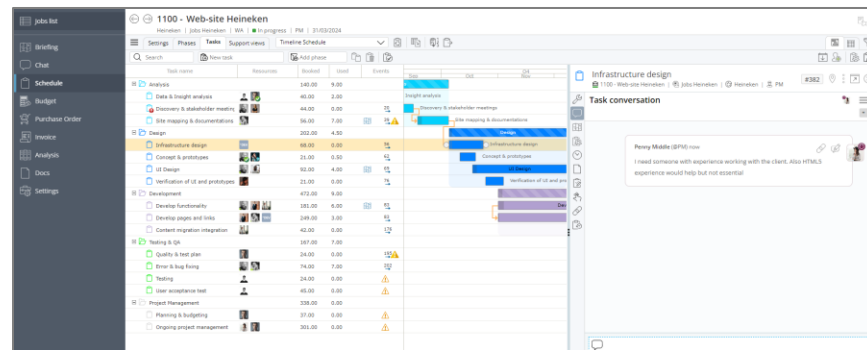
Finding the right people both in terms of skillset and availability is key when planning and making resource requests.

Within the task planning section of WorkBook, you can filter by skills set or discipline to identify the best suited resources and see the hours they have available within the task period you wish them to work. WorkBook automatically shows only their true availability in this timeframe as it removes any existing bookings, vacation and appointments synced from their Outlook/Google calendars



It is also possible to request a resource type, a Group Resource, rather than a named person. A Group Resource is a resource of a certain discipline, e.g. Developer, whose hours are made up by aggregating the hours of all the developers in the agency.

Where resourcing is done against Generic Resource the PM may choose to add additional information via a conversation to the individual responsible for deciding which named resource will be substituted to undertake the work



Collaboration surrounding tasks:

Similar to the task conversation with the resource manager, there is also support for full collaboration, task conversation and document handling around individual tasks. Employees can also report progress around the tasks in their Kanban view

Control hours and external costs

Once the work has commenced the PM has the opportunity to review timesheet submissions on their projects via an approval workflow. This provides the PM with cost control over the hours logged on their projects ensuring the correct revenue can be recognized. Timesheet approval is routed to the Workbook Inbox of the PM making it easier to review, decide to approve or reject the time

The same goes for expenses

Inbox | Time entry approval

Tasks with not fully booked capacity need follow-up is required.

Total 22.50

Task	Status	Cost
1100 - Web-site Heineken: 8 - Develop functionality, Heineken: 3 - Development Design	Approved	6.00
1100 - Web-site Heineken: 6 - UI Design, Heineken: 2 - Design Banner design	Approved	1.00
1100 - Web-site Heineken: 6 - UI Design, Heineken: 2 - Design Design	Approved	2.00
1108 - Star Wars and Lego: go social: 3 - Content production, LEGO: 1 - Go Social Content	Approved	3.00
1110 - Ongoing Consulting: 1 - Analyse & Research, Michain: 1 - Ongoing Consulting Research	Approved	1.00
1100 - Web-site Heineken: 6 - UI Design, Heineken: 2 - Design QPM Green - I have spoken to john today and we believe the 'Brewed in Holland' Caption should be added to the menu.	Approved	1.00
1100 - Web-site Heineken: 3 - Concept & prototypes, Heineken: 2 - Design I like the WCOB idea. Let me see the prototype and update the task.	Approved	0.50
1109 - Mobile app Logo catalogue: 1 - Verification of UI and prototypes, LEGO: 2 - Design	Approved	8.00

In addition to time registration the management of third party costs is essential to safeguarding the success of a project.

By creating a PO on the project it allows for better management of committed costs on behalf of the client and ensures suppliers are informed of deliverables. PO's can be routed through an approval workflow to ensure the process is applied.

1100 - Web-site Heineken

Number: 1001 | Purchase Order | Agreed price (GBP): 1,000.00

Supplier: Social Media Influencers @UK | Supplier contact: Select a contact

Supplier address: Social Media Influencers, 124 Central Crescent, B11 7PL London, United Kingdom

Responsible: Penny Mills, p.mil@deltek.com

Responsible address: [Blank]

Order date: 08/12/2022 | Stop date: [Blank]

Activity type: 800 - Travel & Entertainment | Job type: Development

Send from department: WA Tech & Development

is delivered: [Checked]

PO ID	Currency	Supplier Price	Settled	Remaining	VAT	Payment terms
1001	GBP	1,000.00	0.00	1,000.00		

As the project is in flight it is essential to track and compare against the baseline budget. The view below provides a simple comparison between budget, scheduled and actual so that the PM can take proactive action to mitigate overspend on their project

1100 - Web-site Heineken

Summary | Hours | Purchases | Purchase order | Adjustments | Invoice overruns | Financial postings | Open entries

Grouping	Scheduled sales value	Budget	Hours, sales	Materials	Purchases	Purchase order	Total	%	Invoice drift	Invoice issued	Invoice total	Profit (incl. PO)
280 - Senior Designer	5,880.00	14,000.00	5,475.00				5,475.00	28%	5,880.00		5,000.00	1,538.00
310 - User Experience Designer	10,120.00	12,000.00	6,200.00				6,200.00	46%	6,800.00		6,000.00	400.00
340 - Senior Developer	127,050.00	157,000.00	44,250.00				44,250.00	28%	76,750.00		76,750.00	34,500.00
370 - Lead Designer	44,320.00	70,800.00	19,980.00				19,980.00	19%	35,400.00		35,400.00	21,420.00
440 - Project Manager	7,920.00	41,800.00	2,800.00				2,800.00	6%	28,800.00		28,800.00	18,000.00
800 - Travel & Entertainment	1,300.00				57.55	1,000.00	1,057.55	78%	750.00		750.00	-507.55
820 - Mobile					1,188.00		1,188.00				1,188.00	-1,188.00
830 - Freelance Staff Costs					2,375.00	2,000.00	4,375.00				4,375.00	-4,375.00
920 - On Account Invoicing									28,800.00	88,500.00	118,300.00	118,300.00
Total before adjustments	195,200.00	294,800.00	71,700.00	1,617.25	3,000.00	79,327.50	79,327.50	26%	176,160.00	88,500.00	264,660.00	188,268.00
Adjustment summary												
Adjustment summary	195,200.00	294,800.00	71,700.00	1,617.25	3,000.00	79,327.50	79,327.50	26%	176,160.00	88,500.00	264,660.00	187,268.00
Total after adjustments	195,200.00	294,150.00	74,000.00	407.57		84,487.50	84,487.50	28%	176,160.00	88,500.00	263,660.00	187,268.00
Net revenue after adjustments	195,200.00	294,150.00	74,000.00	407.57		84,487.50	84,487.50	28%	176,160.00	88,500.00	263,660.00	187,268.00
Net profit	88,500.00	140,150.00	41,700.00			407.57	42,121.50	30%			261,648.00	261,648.00

Re-plan your project

Where there are differences in your schedule versus budget you may decide to update the timing plan to bring it in line. Re-planning by potentially swapping out higher rate resource with more junior ones or adjusting the duration or amount of hours assigned can also help to rebalance the situation

Shifting out, or replacing resources will put the request back in for resource approval by the resource manager

The screenshot shows a project management application interface. A 'Reschedule tasks' dialog box is open, allowing the user to adjust task scheduling. The dialog includes options for 'Number of calendar days', 'Number of working days', 'New start date', and 'New deadline'. A 'Keep plan structure' checkbox is checked. The background displays a Gantt chart for project '1100 - Web-site Heiken' with a task tree on the left. The task tree includes categories like Analysis, Design, and Development, with sub-tasks such as 'Data & insight analysis', 'Infrastructure design', and 'Develop functionality'. A 'Reschedule' button is visible at the bottom of the dialog.

Analysis of progress may highlight where there has been scope creep on the project.

Creating a change order against a project by adding an additional budget will allow the PM to generate an additional set of services that the client can approve. Once approved, these additional funds are added to the project budget to give a new aggregated baseline, but importantly, the budgets can always be reviewed independently so it is clear a change order was raised

The screenshot displays a 'Budget' table for project '1100 - Web-site Heiken'. The table has columns for 'Phase no.', 'Line no.', 'Activity', 'Hourly rate', 'Profit margin', 'Purchases', 'Extra', 'Discount', and 'Amount'. The data is organized into three phases: Phase no.1 (Analysis), Phase no.2 (Design), and Phase no.3 (Development). A 'Purchase Order' section is also visible, listing specific activities and their associated costs.

Phase no.	Line no.	Activity	Hourly rate	Profit margin	Purchases	Extra	Discount	Amount
1 - Analysis	1	370 - Lead Developer	40.00	160.00				28,800.00
1 - Analysis	2	370 - Lead Developer	50.00	160.00	1,000.00			6,400.00
1 - Analysis	3	370 - Lead Developer	40.00	160.00				8,000.00
1 - Analysis	3	370 - Lead Developer	40.00	160.00				6,400.00
2 - Design	6	280 - Senior Designer	50.00	140.00				7,000.00
2 - Design	7	280 - Senior Designer	50.00	140.00				7,000.00
2 - Design	5	310 - User Experience Designer	120.00	110.00				13,200.00
2 - Design	4	370 - Lead Developer	80.00	160.00				12,800.00
3 - Development	8	340 - Senior Developer	400.00	150.00				60,000.00
3 - Development	9	340 - Senior Developer	400.00	150.00				60,000.00
3 - Development	10	340 - Senior Developer	100.00	150.00				15,000.00

Forecast revenue and evaluate progress

It is fundamental that PMs can review and update the progress of their projects in terms of revenue.

The Net Revenue forecast can automatically calculate periodic revenue depending on the settings applied to the system, for example even spread of fees across project start and end date.

How ever once projects are in progress the PM may re-evaluate and decide there needs to be adjustments regarding the amounts that can be taken in particular months to give the business a more realistic picture of expected revenue.

The screenshot displays a software interface with two main tables. The top table is a revenue forecast, and the bottom table is a project summary.

Client	AM	Budget net revenue	Remaining amount	Previous revenue	Revenue YTD	Forecast											
						JAN 2023	FEB 2023	MAR 2023	APR 2023	MAY 2023	JUN 2023	JUL 2023	AUG 2023	SEP 2023			
Total (3 items)		361,400	353,620	7,780	-220	1,200	12,300	-5,400	36,787	36,787	36,787	36,787	36,787	36,787	36,787	36,787	
Heineken GHZ	Jennifer Lewis-BL	361,400	353,620	7,780	-220	1,200	12,300	-5,400	36,787	36,787	36,787	36,787	36,787	36,787	36,787	36,787	
		361,400	353,620	7,780	-220	1,200	12,300	-5,400	36,787	36,787	36,787	36,787	36,787	36,787	36,787	36,787	

Company	Job	TSM	RF Responsible	Viewers	Budget net revenue	Remaining amount	Previous revenue	Revenue YTD	Sum	EAC	EAC %	True % complete	Exp. comp of FY
Total (3 items)					361,400.00	353,620...	7,780.00	21,631...	322,86...	89 %	7 %	12%	
WA	1100 - Web-site Heineken		Penny Middle-BPM		294,100.00	291,640...	2,480.00	19,910...	295,74...	87%	5%	12%	
WA	1101 - Heineken Social Strat...		Penny Middle-BPM		40,600.00	39,280.00	5,320.00	2,400.00	33,500...	81%	7%	20%	
WA	1102 - Client Journey analysis...		Penny Middle-BPM		26,700.00	26,700.00	5,520.00	33,360...	17%	17%	6%		

Similarly, as a project is progressing it is important that a PM evaluates the progress on their projects in order to define the amount of revenue that can be recognized based on project completion.

The crucial part is to be able to secure this to happen as automated as possible and with as accurate a revenue as possible, and within a short period of time as part of finance doing the month end

The screenshot shows a detailed project adjustment table for '1100 - Web-site Heineken' as of 31/08/2023. The table includes columns for Adjustment date, Type, Hours, Materials, Purchase rate, Purchase cost, Extra discount, Total, Completion rate, Comment, Origin, and Booking date. A 'Details' window is open, showing a breakdown of expenses by type (Hours, Extra / discounts, Materials, Purchase rate, Total, Purchase cost, Total Net) with columns for All approved price quotes, Estimated approved price quotes, Total costs incurred (before/pro), Previously partially incurred, Total previous adjustments (before/pro), Actual FC value, New FC value, New adjustment, Complete in rate %, Invoice on account, and Actual/Refered.

Expenses type	All approved price quotes	Estimated approved price quotes	Total costs incurred (before/pro)	Previously partially incurred	Total previous adjustments (before/pro)	Actual FC value	New FC value	New adjustment	Complete in rate %	Invoice on account	Actual/Refered
Hours	GBP 295,100.00		63,320.00		11,300.00	74,020.00	74,020.00	0.00	23.24%		74,020.00
Extra / discounts	GBP					0.00	0.00	0.00		88,530.00	88,530.00
Materials	GBP					0.00	0.00	0.00			
Purchase rate	GBP 3,500.00		3,621.93		700.00	700.00	0.00	0.00	20.00%		700.00
Total	GBP 298,600.00		66,941.93		12,000.00	75,320.00	75,320.00	0.00		88,530.00	132,140.00
Purchase cost	GBP -4,500.00		-3,020.04		-800.00	-800.00	0.00	0.00	20.00%		-800.00
Total Net	GBP 294,100.00		63,921.89		11,200.00	74,420.00	74,420.00	0.00			14,140.00

Invoicing plans

When adding your budget you can propose an invoice/billing plan.

Creating an invoicing plan ensures you agree a set payment plan for the project you are delivering which creates a mutual contract between the agency and the client. Invoicing plans may be more relevant for fixed price projects

We recommend uploading your signed Statement of Work, to ensure you have documented financial terms to hand

The screenshot shows a project page for '1100 - Web-site Heineken'. The 'Billing plan' tab is active, displaying a table with the following data:

Final invoice	Date	Invoice type	Description	Currency amount	Currency amount %	Company amount	Update date	Invoiced	
<input type="checkbox"/>	20/06/2023	Invoice on account	Payment #1	GBP	89,580.00	30.00%	89,580.00	10/06/2023	<input type="checkbox"/>
<input type="checkbox"/>	29/11/2023	Invoice on account	Payment #2	GBP	29,860.00	10.00%	29,860.00	10/06/2023	<input type="checkbox"/>
<input type="checkbox"/>	31/01/2024	Final invoice	Payment #3	GBP	179,160.00	60.00%	179,160.00	10/06/2023	<input type="checkbox"/>

The invoice plan routes to the WorkBook Inbox prompting the user to take action, ensuring invoicing and payments are not missed

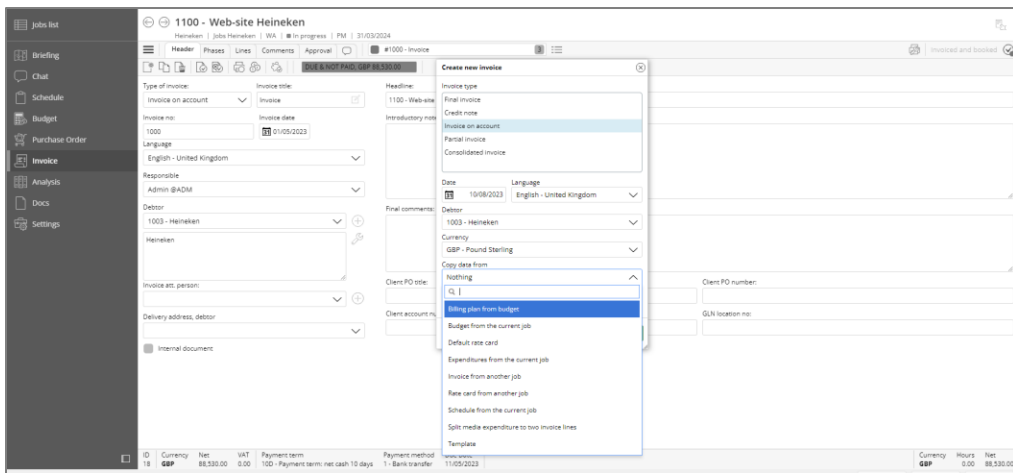
Depending on the process in place either the PM or Finance team will be alerted via the WorkBook Inbox to billing due on their projects, according to the agreed billing plan

The screenshot shows the WorkBook Inbox with a notification titled 'Billing plan exceeds invoiced amount'. Below the notification is a table with the following data:

Job no.	Job name	Budgeted total	Invoiced per date	Remaining invoice per date	Next invoice date
Client: LEGO (2 items)					
1108	Star Wars and Lego - go social	GBP 51,860.00	4,900.00	46,960.00	19/06/2023
1109	Mobile app Lego catalogue	GBP 37,050.00	8,800.00	28,250.00	03/07/2023
Client: Heineken (1 items)					
1100	Web-site Heineken	GBP 89,580.00	88,530.00	1,050.00	20/06/2023

Invoicing

Once the Statement of Work and budget have been signed off and an agreed billing plan is in place you can generate an invoice based on this. If working with a client on a time and material basis you can generate an invoice within the solution, based on time and cost spent. In general the solution supports both fixed price and T&M billing



The invoice can then be routed if an approval workflow has been set up, appearing in the Workbook Inbox of the defined approver

Print layouts (i.e. invoices)

The invoice is separated into 2 parts.

- 1) The standard format with logos, invoice number, bank account details to payee and similar
- 2) The content to clarify what is being invoiced.

The first element is a part of the layout and the latter is defined as part of selecting how you want to break-down the invoice.

These layouts can be edited to reflect your identity. As part of the package we have defined layouts where the implementation covers change to include your logo, address and bank account information.

Through purchasing of additional services from Deltek consultants layouts can be further adjusted

A man with a beard and blue eyes, wearing a light blue blazer over a striped shirt, is the central focus. He is gesturing with his right hand while holding a white document in his left. He is surrounded by other people in an office environment, though they are out of focus. The background shows office shelves and a blurred interior.

Resource Management

» Getting the most out of your talent



Introduction

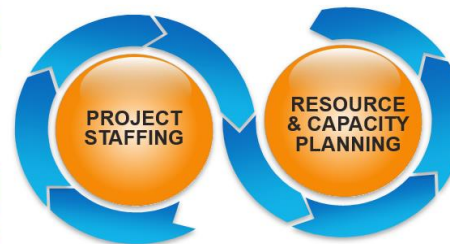
In any agency, Resource Management is a vital part of optimising the business. This is natural as your people are the hub of the agency and carry out the work on projects. Resource Management is also vital, given the constant changes to projects and client assignments

Solution focus

The focus of our solution is centered around:

- 1 Resource visibility:** Full visibility of all assigned projects and people, short and long term
- 2 Get everybody to plan:** Project Managers should staff the project, Resource managers / line managers should own and plan the resources, and employees should execute the assigned tasks. We show you how
- 3 Measuring utilization:** Measuring your business on performance, in terms of actual utilization and planned utilization
- 4 Capacity planning, hiring on data & insights:** Long term planning requires planning of opportunities and proper forecasting on revenue, to hire based on facts

Roles / People in focus



KPI's and measures

The solution supports management of resources based on the following KPI's:

KPI	Description
Planned utilization	Weekly view of future workload – i.e. expressed as hours booked or utilization
Actual utilization	Hours on billable project as a percentage of available hours – per person

The core processes of resource management

Resource management is a difficult discipline to implement. It is important that everyone makes necessary updates for the data to be trustworthy. The WorkBook solution supports these processes, but at the end of the day the agency must enforce planning at all levels:

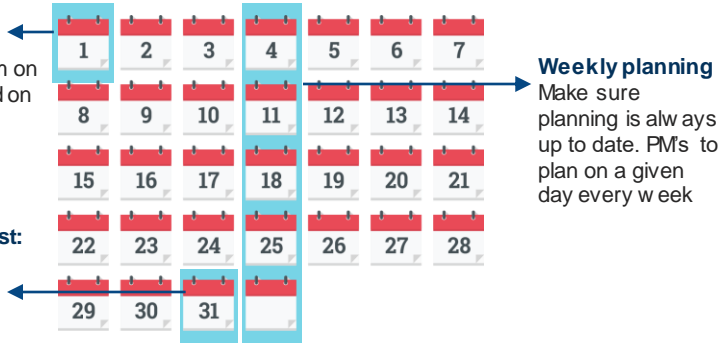
We recommend the following 3 processes for a strong level of control:

Setting the project team

Set the right team on the project based on needs – not only availability

Monthly forecast:

Plan capacity ahead with a monthly update process



1 Setting the project team

Projects fail when you staff them based on availability instead of the best skilled for the project. Gather the right managers to select the right team, especially on bigger projects, from its fruition. Once the team is agreed, plan for the full duration of the project, if possible to lock the required resources

2 Weekly planning process

Successful companies regularly and clearly update their plans. Follow this 3 step approach to ensure you can achieve the same:

Step 1: PMs always update plans on a Thursday.

Step 2: Line Managers and Planners review and adjust bookings on Fridays.

Step 3: Employees execute according to bookings for the following week

3 Monthly forecast:

In an ideal world resource plans are updated for the full length of the project, and future opportunities are planned. If this scenario is not possible, introduce a process whereby once a month client partners and project managers are asked to plan 3-4 months ahead for a full picture of upcoming work.

Read the Process Descriptions document for more detailed information for planning processes

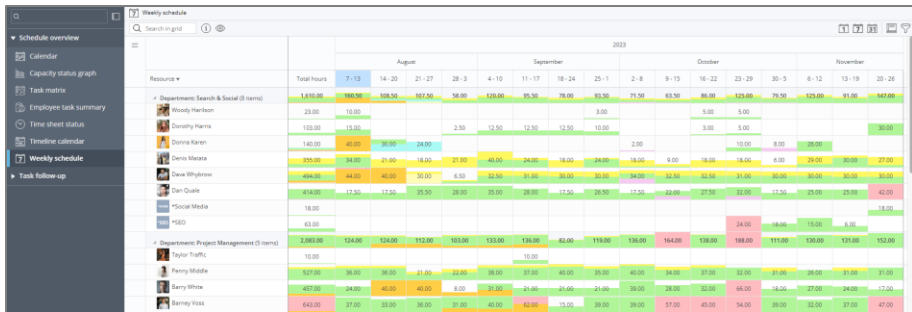
Achieved through:

Our approach is to provide full visibility of resourcing from granular daily requirements, weekly planning to longer term management. In addition to this providing clear details on resource skillsets

Through this insight those responsible for resource management, have the transparency to make the right decisions on usage of freelancer costs and increase peoples productive time and utilization

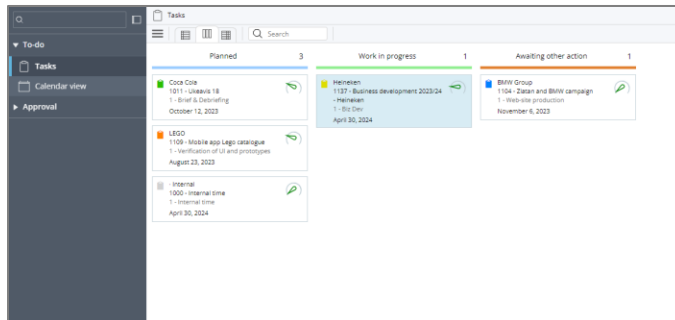
Once a PM has put together their timing plan, provided dates and resource requests across their plan the Resource Manager can see this information in one space, namely the Weekly Schedule.

Weekly Schedule view



The Weekly Schedule is the heart of the Resource Managers full transparency of resourcing. In this single view they can see bookings across live and provisional projects and where resources are over-booked. Bookings can be confirmed or amended from this view

Kanban view for employees



Once the Resource Manager has confirmed the bookings they automatically appear in the employees task list ensuring accountability for work that needs to be done

Reports & views to support resource transparency:

- Employee profitability report:** Informs you about the employee's basic time compared to actual time spent split between a number of categories including billable and non-billable hours. It highlights the variance between the employees actual utilization versus their target both as a % and billable value
- Weekly Schedule:** Configurable visualisation of employees allocated tasks and the impact of this on their capacity
- Task Matrix:** Allows for review of employee's by client and project, enabling Resource Managers to easily assess staffing at these levels and make changes if required
- Capacity Status Graph:** Visualize resourcing requirements coming in from projects and their impact on the capacity of resources in a simple graph

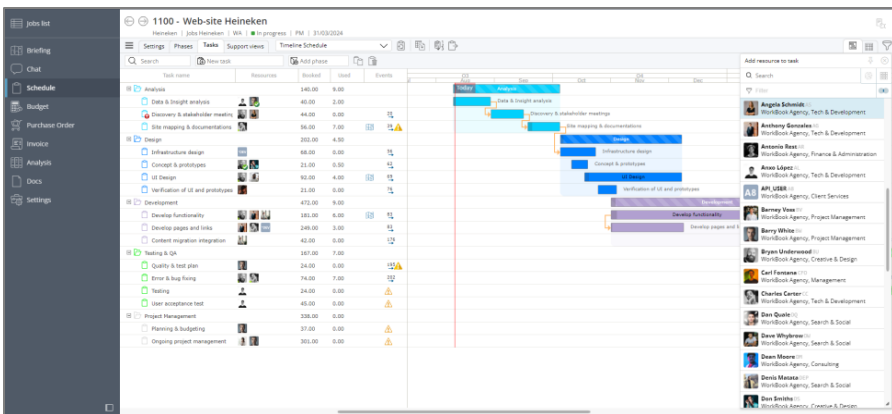
Please find full view of all reports in the appendix 1: Workbook Reports

Achieved through:

To ensure project success, planning needs to be tied to the budget. As the PM is the person accountable for the budget and deliverables, the planning needs to start with them. WorkBook provides comprehensive tools to assist the PM in this process by allowing a request to role rather than individual, as well as helping them identify the right resources by skillset, level and availability.

Once the PM has made their requests this can feed into an approval workflow for a Resource Manager to view, approve, reject or amend. Any changes are automatically fed back into the PM's timing plan ensuring everything stays in sync with one version of the truth.

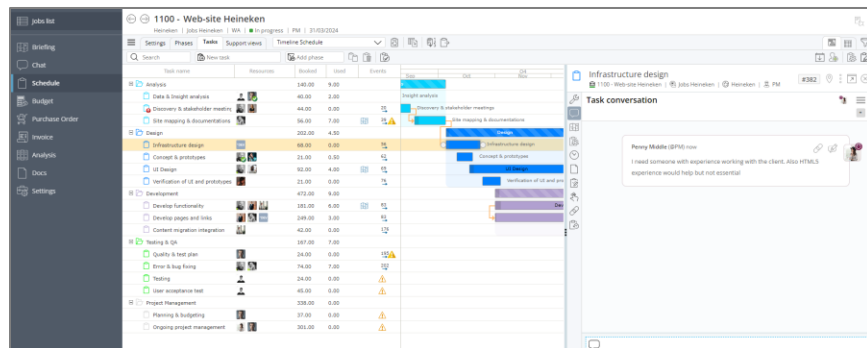
Set budget & staff project (Project manager view)



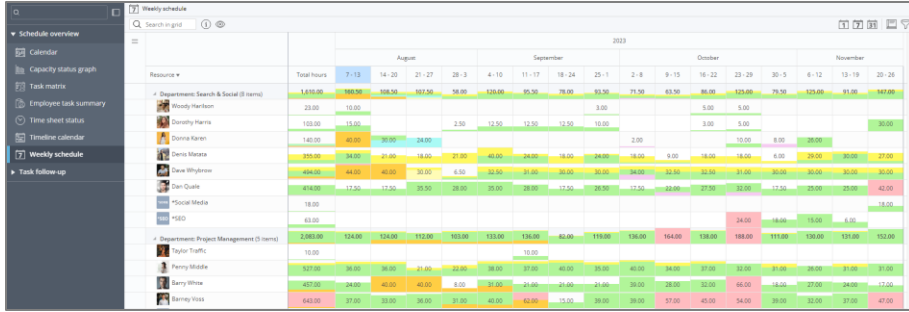
Project plans can be generated for delivery based on your budget or if required, generated by planning requirements, staff and effort that then converts this into a budget.

Finding the right people both in terms of skillset and availability is key when planning and making resource requests. Within the task planning section of WorkBook you can filter by skills set or discipline to identify the best suited resources and then see the hours they have available within the task period you wish them to work on.

It is also possible to request a resource type – a Group Resource – rather than a named person. A Group Resource is a resource of a certain discipline, e.g. Developer, whose hours are made up by aggregating the hours of all the developers in the agency.



Weekly schedule (Resource manager view):

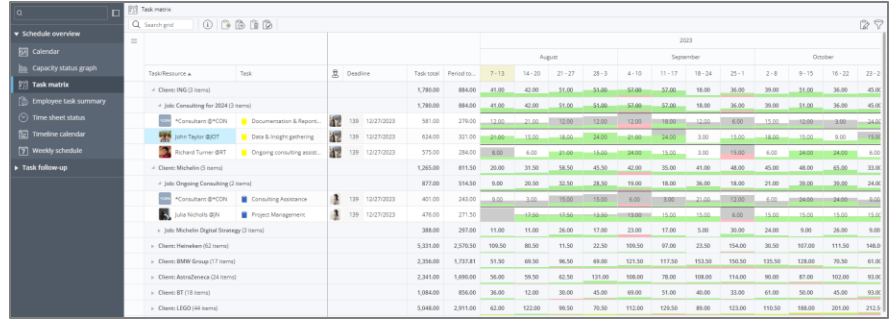


The Weekly Schedule brings together all the individual project requests into a single view, switching the focus to resources and how the requests made are impacting their capacity. The Resource Manager can clearly see the bookings across live and provisional projects, when resources are overbooked and any sickness or absence.

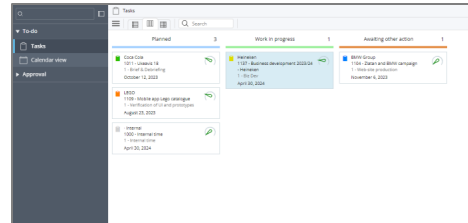
Task matrix – an alternative view for transparency:

As resourcing needs differ, WorkBook provides a number of views to cater for these requirements.

In addition to the Weekly Schedule another resourcing view called the Task Matrix allows for review of resource by client and project, enabling Resource Managers to easily assess staffing at these levels



Kanban view – the Employee task execution list



Once the Resource Manager has confirmed the bookings they automatically appear in the employee's task list ensuring accountability for work that needs to be done. The collaborative nature of WorkBook allows for the exchange of information and data about the task

Getting a view of utilization – actual performed:

Once your employees have submitted their time it is fundamental that these are analysed by utilization, billability and recoverability to ensure they are in line with their set targets.

The utilization report below can be split depending on your requirements, e.g. by department, team etc. and provide a clear breakdown on utilisation metrics.

EMPLOYEE PROFITABILITY 01/01/2023 - 31/07/2023																
Included employees: All * Hide non-active employees: No																
WorkBook Agency	Percentage distribution against: Work time															
	Basic time	Used time	+	Internal	Prospect	Customer non-billable	Customer billable	Total working time	Holiday / illness/ absen.	Total used time	Billable target %	Used on customers %	+/-	Billable target GBP	Customer billable time GBP	+/-
Total	50,151	8,523	-41,628	11%	22%	67%	100%	17%	7%	124%	55%	67%	12%	3,861,116	650,340	-3,210,776
Client Services	3,504	416	-3,088	14%	86%	100%	100%	110%	38%	248%	32%	-32%	166,440	0	-166,440	
Adam Maker	1,168	172	-996	18%	82%	100%	100%	94%	59%	253%	25%	-25%	43,800	0	-43,800	
Jennifer Lewis	1,168	120	-1,048	100%	100%	100%	100%	140%	60%	300%	30%	-30%	52,560	0	-52,560	
Jo Miller	1,168	124	-1,044	20%	80%	100%	100%	107%	100%	207%	40%	-40%	70,080	0	-70,080	
Consulting	7,008	727	-6,282	10%	32%	58%	100%	10%	6%	117%	72%	58%	-13%	786,648	50,255	-736,393
Dean Moore	1,168	88	-1,080	13%	88%	100%	100%	38%	138%	70%	70%	-70%	147,168	0	-147,168	
John Taylor	1,168	160	-1,008	10%	20%	70%	100%	100%	100%	100%	75%	70%	-5%	140,160	16,880	-123,280
Mike Stafford	1,168	44	-1,124	43%	57%	100%	100%	57%	100%	157%	75%	-75%	131,400	0	-131,400	
Paul Green	1,168	84	-1,084	14%	19%	67%	100%	100%	65%	100%	65%	67%	-2%	113,880	8,400	-105,480
Richard Turner	1,168	96	-1,072	4%	42%	54%	100%	100%	70%	100%	70%	54%	-16%	122,640	7,800	-114,840
Sandra Lee	1,168	255	-914	4%	21%	75%	100%	34%	134%	134%	75%	75%	0%	131,400	17,175	-114,225
Creative & Design	8,176	3,931	-4,245	5%	6%	89%	100%	9%	2%	111%	70%	89%	19%	784,896	455,641	-329,255
Alex Gonzales	1,168	337	-831	4%	12%	84%	100%	4%	104%	104%	70%	84%	14%	106,288	35,490	-70,798
Andrew Waddell	1,168	427	-741	5%	8%	87%	100%	10%	110%	110%	70%	87%	17%	98,112	40,176	-57,936
Bryan Underwood	1,168	146	-1,023	27%	28%	47%	100%	100%	9%	100%	70%	47%	-23%	89,936	8,980	-80,956
Don Smiths	1,168	1,516	348	1%	2%	96%	100%	5%	106%	106%	70%	96%	26%	122,640	208,845	86,205
George Baker	1,168	476	-692	11%	15%	74%	100%	42%	5%	147%	70%	74%	4%	122,640	36,000	-86,640
Mark Jones	1,168	473	-695	3%	5%	92%	100%	100%	100%	100%	70%	92%	22%	122,640	65,550	-57,090
Michael Adamson	1,168	556	-612	6%	3%	91%	100%	16%	9%	125%	70%	91%	21%	122,640	60,600	-62,040

Getting a view of utilization – planned:

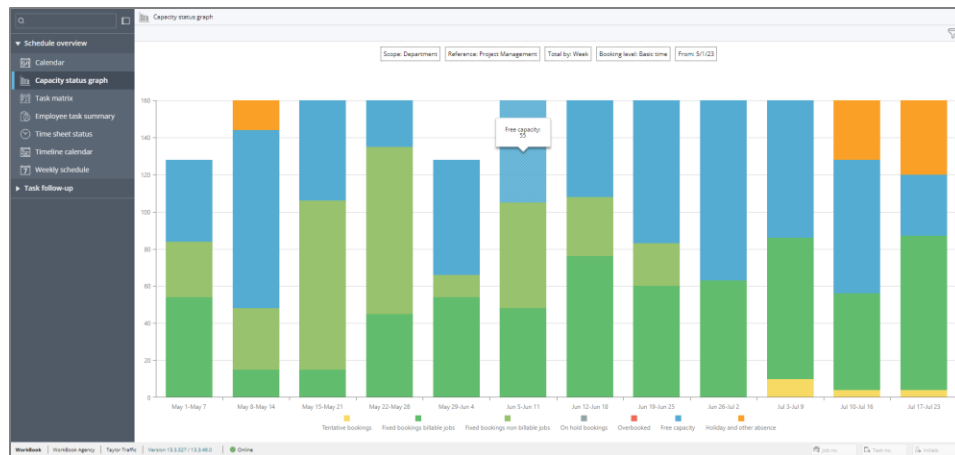
The left column reflected past performance in terms of utilization. In the weekly schedule you can also switch to a utilization mode and view by either day, week or month for individual employees

Resource	Total hours	August					September				
		7-13	14-20	21-27	28-3	4-10	11-17	18-24	25-1	2-8	
Department: Project Management (5 items)		83.40%	77.50%	77.50%	70.00%	80.47%	83.13%	85.00%	-81.25%	74.38%	85.00%
Taylor Traffic	1.58h							25.00%			
Penny Middle		83.33%	90.00%	90.00%	52.50%	66.73%	95.00%	92.50%	100.00%	87.50%	100.00%
Barry White		72.31%	80.00%	100.00%	100.00%	25.00%	77.50%	52.50%	52.50%	83.50%	97.50%
Barney Voss		101.74%	92.50%	82.50%	90.00%	96.83%	100.00%	155.00%	37.50%	97.50%	97.50%
Project Manager		44.00%	63.53%	16.48%	14.56%	50.60%	32.00%	8.00%	7.14%	36.52%	37.50%
Department: Consulting (3 items)		70.64%	74.17%	66.87%	84.38%	80.47%	85.83%	78.75%	66.25%	75.21%	56.84%
Sandra Lee		21.20%	15.00%	15.00%	22.50%	-46.84%	100.00%	75.00%	30.00%	20.00%	
Richard Turner		43.51%	80.00%	15.00%	52.50%	-46.84%	60.00%	37.50%	7.50%	105.00%	15.00%
Paul Green		48.50%	82.50%	50.00%	48.75%	43.75%	43.75%	43.75%	43.75%	43.75%	43.75%
Mike Stafford		27.85%	25.00%	72.50%	100.00%	6.25%	-60.00%	5.00%			5.00%
John Taylor		55.76%	52.50%	37.50%	45.00%	75.00%	82.50%	100.00%	7.50%	37.50%	45.00%
Dean Moore		95.33%	95.00%	98.75%	100.00%	95.31%	93.75%	96.25%	96.25%	110.00%	87.50%
Consultant		22.93%	42.37%	15.69%	3.92%	25.28%	24.18%	24.69%	31.63%	24.59%	37.31%
Department: Tech & Development (10 items)		59.91%	60.00%	45.07%	68.81%	-57.81%	66.81%	62.64%	50.97%	77.22%	-51.84%
Robert Johnson		56.49%	92.50%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%

Revenue and capacity forecast – the baseline for hire needs:

In order to plan ahead your company must make decisions on how to grow, reduce capacity, or adjust to freelancers. To do this requires full insight into both capacity planning as well as revenue forecasting

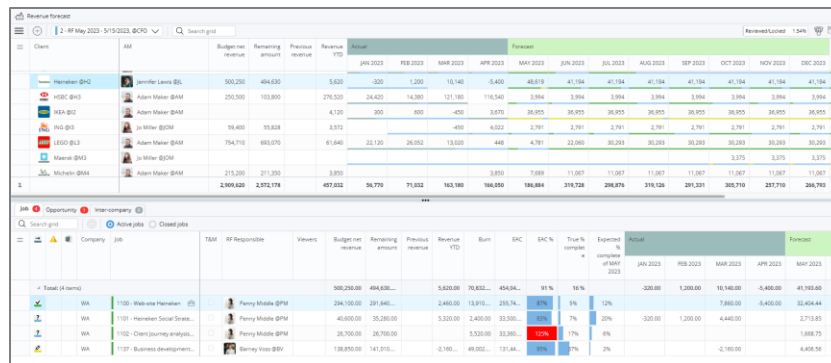
Capacity view – the capacity graph:



As well as the Weekly Schedule, the Capacity Status Graph allows you to visualise resourcing requirements coming in from projects and their impact on the capacity of your resources in a simple graph. This highlights any overbooking in red, provisional/opportunity work in yellow, free capacity in blue and vacation time in orange.

This insight provides certainty around the need for a freelancer or a full time hire and helps judge the best time to run a large campaign. The view can be grouped and sliced differently

Forecast revenue – the second decision input



The Net Revenue Forecast provides a full picture of potential revenue broken down by agreed client projects and pipeline. Using Net Revenue Forecast in tandem with the Capacity Status Graph provides you with a complete picture of your required resources across all work as well as a complete picture of revenue streams. This allows you to decide if you have the revenue to hire additional people, versus being better off with freelancers for an interim period (requires finance module)

A photograph of three business professionals in a meeting. A woman with short grey hair is on the left, smiling and looking towards the center. A woman with dark curly hair is in the center, looking upwards and smiling, with her hands gesturing. A man in a white shirt is on the right, partially visible and looking towards the women. The background is a brick wall and a window.

Client Management

» Grow revenue and control client profitability



Introduction

Client Management is all about tracking and having visibility on the potential and existing work of your client, in terms of current performance, opportunity management, follow up activities and pipeline and revenue forecasting. In this section the description will cover all elements of this process. We start by setting the scene for whom and what to focus on and solution content

Solution focus

The Client management element of WorkBook is centered around the following 4 areas:

- 1 Client visibility:** Get an overview of client performance by reviewing historical information as well as future forecasted activity and revenue
- 2 Managing the single opportunity:** Add an opportunity against a prospect or client registering key information such as value, probability, sales status and expected close date. Link activities to the opportunity for management and follow up
- 3 Managing the pipeline:** Review all opportunities in a single pipeline overview to better understand and manage opportunities and potential revenue
- 4 Managing the revenue forecast:** Review project backlog revenue as well as pipeline revenue to provide a full year revenue picture for the agency

Roles / People in focus

Role	Description
Client partner / account manager	Ow ns the client, in terms of managing opportunities, forecasting and overall project responsibility
Project Manager	Manages the project from start to finish until it is fully delivered: budget & planning, execution, invoicing

KPI's and measures

The solution supports management of clients based on the following KPI's:

KPI	Description
Client Revenue – actual	month-by-month basis tracking of net revenue per client broken down by project
Client Margin	The revenue less project costs, hours and external as a summary of all underlying projects, including business development costs
Client Write-Off's	A summary of all write-offs for all projects under the given client

The core processes of client management

The start of an opportunity, to a project finally being delivered, covers a complete set of processes that are supported by the WorkBook Solution and is part of the project management section. Here, how ever the focus is on how the solution manages client development and keeps track of how the client is performing.

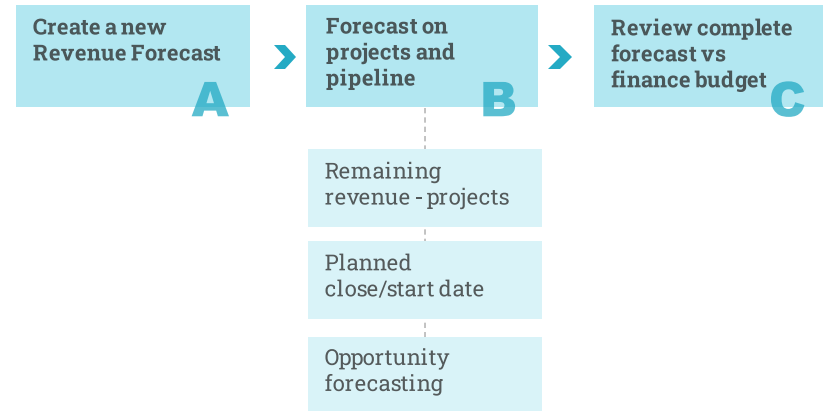
There are 2 key processes we want to put forward that ensure good client visibility and control:

Pipeline process – (Weekly)



We suggest you introduce a weekly process for client responsible people to update pipeline, their prospect and client data. Your sales team should update the solution with activities as they happen, and use it as an active tool. However, since sales people tend to avoid administrative work, set aside a day a week to add updates and use your weekly client services meeting to walk-through the pipeline and take actions.

Revenue forecast process (Monthly)



Revenue forecast is instrumental for decision making when hiring and understanding where the company is heading, financially. We recommend a monthly process for updates. It should be a task that sits with your client partners. They may require PMs to provide updates on existing backlog projects and inform them of remaining revenue falls.

Client management processes covered in WorkBook Solution

The solution covers a complete set of processes, all of which can be read in the Process Descriptions document, including swimlane diagrams. Some of these are listed below;

- Create new client
- Create new opportunity
- Update pipeline
- Client revenue forecasting
- Receive client payments

Achieved through:

Our approach is to provide full visibility of progress on opportunities, overall pipeline and ensure account managers are accountable for forecasted information. Therefore it is important that account managers and those above have full visibility of all opportunities and understand the impact of these on the agencies potential revenue. We achieve this through the 12 month summary and net revenue forecast workspaces

Pipeline view

Type	Response	Revenue	Opportunity project title	Probability	Status	Stage	Start Date	Est. Rating	Net revenue	Estimated bill	Month end			
Web site	Interested	3,400,000	Web site	20%	1 - Win	In progress	01/03/2023	12	High	GBP	3,200,000.00	299,200.00	GBP	
Private equity company	Interested	400,000.00	Private equity company	30%	3 - Regeneration	Opportunity	01/06/2023	7	High	EUR	400,000.00	360,000.00	GBP	
Spring promotion	Interested	300,000.00	Spring promotion	30%	3 - Regeneration	Opportunity	01/06/2023	9	High	EUR	300,000.00	269,664.67	GBP	
Launched BMW ID	Interested	400,000.00	Launched BMW ID	30%	3 - Regeneration	Opportunity	01/05/2023	8	High	EUR	400,000.00	320,000.00	GBP	
H&M Digital 2023 strategy	Interested	22,000.00	H&M Digital 2023 strategy	70%	5 - Proposal/Final	Opportunity	01/04/2023	1	High	EUR	22,000.00	16,500.00	GBP	
H&M consulting agreement	Interested	120,000.00	H&M consulting agreement	70%	5 - Proposal/Final	Opportunity	01/02/2024	5	Medium	GBP	120,000.00	18,000.00	GBP	
Social programme - BMW Healthcare	Interested	20,000.00	Social programme - BMW Healthcare	30%	5 - Proposal/Final	Opportunity	01/04/2023	1	Medium	GBP	20,000.00	26,200.00	GBP	
HR&L qualification renewal - Amazon	Interested	80,000.00	HR&L qualification renewal - Amazon	30%	5 - Proposal/Final	Opportunity	01/02/2023	19	High	GBP	80,000.00	4,000.00	GBP	
Market in shop video - Year 10 shop	Interested	50,000.00	Market in shop video - Year 10 shop	30%	5 - Proposal/Final	Opportunity	01/10/2023	15	Medium	EUR	50,000.00	37,500.00	GBP	
Interaction Facebook posts	Interested	20,000.00	Interaction Facebook posts	70%	5 - Proposal/Final	Opportunity	01/04/2023	2	High	EUR	20,000.00	16,500.00	GBP	
BMW Healthcare	Interested	120,000.00	BMW Healthcare	30%	4 - Make Proposal	Opportunity	01/12/2023	5	Medium	GBP	120,000.00	12,000.00	GBP	
HR&L	Interested	700,000.00	HR&L Catalogue renewal	30%	4 - Make Proposal	Opportunity	01/04/2023	19	High	GBP	700,000.00	30,000.00	GBP	
BMW Healthcare	Interested	22,000.00	SEO programme - BMW ID	30%	3 - Needs analysis	Lead	01/04/2023	1	High	EUR	22,000.00	8,800.00	GBP	
Interaction	Interested	30,000.00	Interaction SEO Strategy	30%	3 - Needs analysis	Lead	01/04/2023	3	Medium	EUR	30,000.00	4,000.00	GBP	
Process & Quality	Interested	120,000.00	Digital strategy	30%	3 - Needs analysis	Lead	01/09/2023	9	Medium	GBP	120,000.00	48,000.00	5,339.00	GBP
Consulting agreement	Interested	200,000.00	Consulting agreement	20%	1 - Discovery	Lead	01/09/2023	8	Low	GBP	200,000.00	20,000.00	GBP	
Summer promotion	Interested	1,500,000.00	Summer promotion	20%	2 - Qualification	Lead	01/08/2023	9	Medium	GBP	1,500,000.00	22,232.00	GBP	
New Car Configuration on BMW lead	Interested	750,000.00	New Car Configuration on BMW lead	20%	2 - Qualification	Lead	01/07/2023	8	Medium	GBP	750,000.00	19,000.00	37,500.00	GBP
Corporate Responsibility internal - C	Interested	35,000.00	Corporate Responsibility internal - C	20%	2 - Qualification	Lead	01/08/2023	8	Medium	EUR	35,000.00	11,000.00	1,833.33	GBP
Interaction	Interested	140,000.00	Interaction Social media renewal	20%	1 - Discovery	Lead	01/01/2024	5	High	EUR	140,000.00	38,800.00	5,760.00	GBP
Process & Quality	Interested	380,000.00	New Corporate website	20%	2 - Qualification	Lead	01/08/2023	8	Medium	GBP	380,000.00	70,000.00	9,500.00	GBP

The pipeline overview provides insight into future client work, with drill down on details around opportunities

Client profitability

Account managers also have access to relevant areas of the project workspace such as the project profitability report which provides them with a breakdown of the project per client, to better understand performance.

Revenue Forecast

Client	Revenue YTD	Budget net revenue	Remaining amount	Previous revenue	Forecast
Herndon GH2	5,020	300	1,200	10,140	-5,400
USDC GH3	276,530	24,420	14,380	121,180	116,540
NSA B02	4,120	300	600	-450	3,670
NSD B01	3,970	480	4,022	2,791	2,791
ESD B03	61,840	22,120	26,052	13,020	448
Maaco B04	3,850	7,889	11,067	11,067	11,067
Michelin B04	215,200	211,300	3,900	11,067	11,067
TOTAL	2,909,420	2,972,178	457,032	96,770	71,032

The Net Revenue Forecast provides a consolidated view of revenue to date as well as forecasted revenue for the remainder of the year. The information used to populate this view comes from projects as well as opportunities

Reports & views to support client transparency:

- **Pipelines:** Reports & views to support client transparency.
- Overview of different opportunities and status
- **12 Month Sales Forecast:** Informs you of potential revenue broken down month by month by pulling live data from both your opportunities and live projects
- **Net Revenue Forecast:** Informs you of revenue to date as well as forecasted revenue for the remainder of the year using live information from opportunities and live projects to provide complete revenue forecast

Please find a full view of all reports in the appendix 1: Workbook Reports

Achieved through:

The system provides a central repository for client and prospect opportunities. These can be grouped and reviewed for easy analysis of your potential pipeline, with direct drill to individual opportunities

The opportunity – all information in one place

Name	Type	Responsible	Resource	Opportunity description	Probability	Status	Stage	Start Date	Mkt.	Rating	Net revenue	Forecast	Billing value
Responsible: Adam Maker (12 items)											5,328,988.68	2,412,486.11	395,985.36
Adam Maker	Handover	Henriksen	Henriksen - Web site	7 - Risk	50%	In progress	01/03/2023	12	High	GBP	234,150.00	234,150.00	24,308.33
Adam Maker	Advises	Henriksen	Printed quote contract	8 - Negotiation	50%	Opportunity	01/06/2023	7	High	EUR	450,000.00	360,000.00	31,428.17
Adam Maker	H&M	Henriksen	Spring commission	8 - Negotiation	50%	Opportunity	01/06/2023	8	High	EUR	390,000.00	240,000.00	38,668.67
Adam Maker	H&M Group	Henriksen	Launching BMW 10	8 - Negotiation	50%	Opportunity	01/05/2023	8	High	EUR	400,000.00	320,000.00	53,333.33
Adam Maker	H&M	Henriksen	H&M Digital 2023 strategy	5 - Proposal/Price	50%	Opportunity	01/04/2023	1	High	EUR	22,000.00	16,500.00	16,500.00
Adam Maker	H&M	Henriksen	H&M consulting agreement	5 - Proposal/Price	50%	Opportunity	01/02/2024	5	Medium	GBP	120,000.00	90,000.00	18,000.00
Adam Maker	H&M Netherlands	Henriksen	Social programme - H&M Netherlands	5 - Proposal/Price	50%	Opportunity	01/04/2023	5	Medium	EUR	30,000.00	28,250.00	28,250.00
Adam Maker	HEA	Henriksen	HEA digital transformation - phase 2	5 - Proposal/Price	50%	Opportunity	01/09/2023	19	High	GBP	60,000.00	48,000.00	4,366.67
Adam Maker	Merch	Henriksen	Merch spring collection "Tour de ring"	5 - Proposal/Price	50%	Opportunity	01/05/2023	18	Medium	EUR	50,000.00	25,500.00	4,250.00
Adam Maker	Henriksen	Henriksen	Henriksen Facebook posts	5 - Proposal/Price	50%	Opportunity	01/04/2023	2	High	EUR	22,000.00	14,500.00	6,250.00
Adam Maker	H&M Netherlands	Henriksen	Launching page for BMW10 campaign	4 - Value Proposal	50%	Opportunity	01/12/2023	8	Medium	GBP	120,000.00	60,000.00	12,000.00
Adam Maker	HEA	Henriksen	HEA Campaign review	4 - Value Proposal	50%	Opportunity	01/04/2023	10	Medium	EUR	700,000.00	350,000.00	30,000.00
Adam Maker	H&M Netherlands	Henriksen	SEO programme BMW HE	3 - Needs analysis	50%	Lead	01/04/2023	1	High	EUR	22,000.00	8,900.00	8,900.00
Adam Maker	Henriksen	Henriksen	Henriksen SEO Strategy	3 - Needs analysis	50%	Lead	01/04/2023	3	Medium	EUR	30,000.00	14,000.00	4,666.67
Adam Maker	Procter & Gamble	Henriksen	Digital strategy	3 - Needs analysis	50%	Lead	01/09/2023	8	Medium	GBP	120,000.00	48,000.00	5,333.33
Adam Maker	HEA	Henriksen	Contracting Agreement	1 - Discovery	20%	Lead	01/09/2023	3	Low	GBP	200,000.00	60,000.00	30,000.00
Adam Maker	HEA	Henriksen	Summer promotion	2 - Qualification	20%	Lead	01/09/2023	8	Medium	GBP	1,000,000.00	200,000.00	32,222.22
Adam Maker	H&M Group	Henriksen	New Car Configuration on H&M.com	2 - Qualification	20%	Lead	01/07/2023	4	Medium	GBP	750,000.00	150,000.00	37,500.00
Adam Maker	Merch	Henriksen	Corporate Responsibility material	1 - Discovery	20%	Lead	01/09/2023	6	Medium	EUR	50,000.00	11,000.00	1,833.33
Adam Maker	Henriksen	Henriksen	Henriksen Social media repair	1 - Discovery	20%	Lead	01/01/2024	5	High	EUR	144,000.00	28,000.00	5,760.00
Adam Maker	Procter & Gamble	Henriksen	New Corporate website	2 - Qualification	20%	Lead	01/09/2023	8	Medium	GBP	380,000.00	76,000.00	9,500.00

An Account Manager can add detailed information in relation to a new opportunity, including potential value, sales stage, probability and time (how long the opportunity will take to close).

This information can be pulled into the Net Revenue Forecast as well as the Sales 12 Month Forecast giving the business insight into project and opportunity data i.e. the full potential revenue

Managing pipeline activities

Activity type	Activity text	Resource	Contact	Date	Activity type	Done	Responsible	Opportunity	Update date
Activity type: Cold call (2 items)									
Try and pitch	H&M	Keith Barnes	17/11/2023	Cold call	<input type="checkbox"/>	Adam Maker	H&M Digital	13/03/2023	
Invite to	HEA	Jane Perry	26/02/2023	Cold call	<input type="checkbox"/>	Jo Miller	HEA Catalog	13/03/2023	
Activity type: Proposal (3 items)									
Send proposal	H&M	Keith Barnes	17/11/2023	Proposal	<input type="checkbox"/>	Adam Maker	H&M cont...	13/03/2023	
Get review	BMW Netherlands	Arjen van Persie	06/10/2023	Proposal	<input type="checkbox"/>	Adam Maker	Landin pag...	13/03/2023	
Collect from	Nike	Kenneth Perez	05/10/2023	Proposal	<input type="checkbox"/>	Jennifer Lewis	Nike camp...	13/03/2023	
Get proposal	Nike	Kenneth Perez	02/10/2023	Proposal	<input type="checkbox"/>	Jo Miller	Spring collec...	13/03/2023	
Send proposal	Henriksen	Jean Goodman	05/04/2023	Proposal	<input type="checkbox"/>	Adam Maker	Henriksen Pa...	13/03/2023	
Activity type: Follow up (5 items)									
Call Arjen	BMW Netherlands	Arjen van Persie	12/11/2023	Follow up	<input type="checkbox"/>	Adam Maker	SEO progr...	13/03/2023	
Provide both	Henriksen	Jean Goodman	23/09/2023	Follow up	<input type="checkbox"/>	Adam Maker	Henriksen Sa...	13/03/2023	
Call him to	Procter & Gamble	Leigh Hughes	09/06/2023	Follow up	<input type="checkbox"/>	Adam Maker	Digital strate...	13/03/2023	
Call	Vodafone	Jack Wood	06/06/2023	Follow up	<input type="checkbox"/>	Jennifer Lewis	Launch of ...	13/03/2023	
Check with	Henriksen	Jean Goodman	01/06/2023	Follow up	<input type="checkbox"/>	Adam Maker	Henriksen SE...	13/03/2023	
Get site map	Lithuania	Arthur Taylor	16/05/2023	Follow up	<input type="checkbox"/>	Jennifer Lewis	Miles & Mor...	13/03/2023	
Activity type: Meeting (11 items)									
Meet with	H&M	Keith Barnes	19/09/2023	Meeting	<input type="checkbox"/>	Adam Maker	Summer pro...	13/03/2023	
Take client	H&M	Keith Barnes	22/09/2023	Meeting	<input type="checkbox"/>	Adam Maker	Spring prom...	13/03/2023	

Once an opportunity has been identified, all related activities such as meetings and phone calls can be logged against it, providing full visibility of all planned activities.

This information can be routed to the WorkBook Inbox to prompt the Account Manager of activity follow up required

Information on the single opportunity

The screenshot shows a software interface for managing opportunities. The main area displays a list of opportunities with columns for Type, Responsible, Resource, Opportunity project title, Created, Created resource, Contact, and Probability. Below this list, a detailed view of a 'Pinned sports concept' project is shown, including fields for Opportunity project, Contact, Probability, Status, Risk, Department, Stage, Start date, and Responsible.

As shown above, you can move directly from pipeline overview to maintenance of the individual opportunity. You can track all information on the activity, including contact information, upload documents and use the collaboration tool to work with colleagues on activities

When an Account Manager believes that an opportunity requires further investment they can convert it into a project (as shown in the upper right corner above)

The screenshot shows a project workspace for '1100 - Web-site Heineken'. It features a table with columns for Job no., Job name, Budget, Actuals incurred, Summary complete, Expected over/under spend, Invoiced, and Tags. The table lists various tasks such as 'Web-site Heineken', 'Heineken Social Strategy', and 'Heineken Facebook posts', each with associated budget and actuals data.

This allows Account Managers to build out a budget, a timing plan and potentially request resources – in the project workspace shown above

Achieved through

Having an overview of your pipeline along with project information in one place provides insight into your revenue potential over the year. In addition the ability to identify busy and quiet times will support managing your resourcing requirements

The pipeline views – your foundation for client services meetings

If you are part of a weekly management or client services meeting, you need clear visibility of pipeline

The image below shows an automatic periodic view of the calculated revenue based on your projects, opportunities and the related start and end dates of these projects, giving an indication of revenue for the coming months. It is available in a visual and number based format



Secondly and potentially more important for the client services team, is a full dashboard shown below, providing them overview of the current pipeline they are working on and where they are in the process of closing these. This view can be grouped by client, account manager, stage or other dimensions based on what is best for the given meeting or analysis

Responsible	Account Manager	Opportunity projects	Probability	Status	Stage	Start Date	Mtd. Rating	Net revenue	Forecasted Mtd	Monthly value
Adam Matar	Henrietta	Henrietta - Web site	100%	7 - Won	In progress	07/03/2023	12 High	294,100.00	294,100.00	24,508.33
Adam Matar	Henrietta	Printed sports calendar	100%	8 - Negotiation	Opportunity	07/04/2023	7 High	400,000.00	380,000.00	31,428.57
Adam Matar	HEM	Spring promotion	100%	8 - Negotiation	Opportunity	07/04/2023	8 High	300,000.00	240,000.00	20,000.00
Adam Matar	HEM Group	Launching BMW SE	100%	8 - Negotiation	Opportunity	07/04/2023	4 High	400,000.00	320,000.00	26,666.67
Adam Matar	HEM	HEM Digital 2023 strategy	100%	5 - Proposal/Pitch	Opportunity	07/04/2023	7 High	22,000.00	18,000.00	1,500.00
Adam Matar	HEM	HEM contracting agreement	100%	5 - Proposal/Pitch	Opportunity	07/04/2024	8 Medium	120,000.00	60,000.00	5,000.00
Adam Matar	HEM Netherlands	Social programme - BMW Netherlands	100%	5 - Proposal/Pitch	Opportunity	07/04/2023	1 Medium	35,000.00	28,250.00	2,354.17
Adam Matar	HEM	HEM digital transformation - phase 2	100%	5 - Proposal/Pitch	Opportunity	07/09/2023	11 High	60,000.00	45,000.00	3,750.00
Adam Matar	Marcus	Market e-shop roll-out 'Sour de shop'	100%	5 - Proposal/Pitch	Opportunity	07/10/2023	10 Medium	50,000.00	37,500.00	3,125.00
Adam Matar	Henrietta	Henrietta Feedback points	100%	5 - Proposal/Pitch	Opportunity	07/04/2023	2 High	22,000.00	18,000.00	1,500.00
Adam Matar	HEM Netherlands	Landtag page for BMW/DSD campaigns	100%	4 - Value Proposition	Opportunity	07/12/2023	8 Medium	120,000.00	60,000.00	5,000.00
Adam Matar	HEM	HEM Catalogue visuals	100%	4 - Value Proposition	Opportunity	07/04/2023	10 Medium	750,000.00	350,000.00	29,166.67
Adam Matar	HEM Netherlands	SEO programme BMW NE	100%	3 - Needs analysis	Lead	07/04/2023	7 High	22,000.00	8,000.00	666.67
Adam Matar	Henrietta	Henrietta SEO Strategy	100%	3 - Needs analysis	Lead	07/04/2023	9 Medium	35,000.00	14,000.00	1,166.67
Adam Matar	Printer & Gortels	Digital strategy	100%	3 - Needs analysis	Lead	07/09/2023	9 Medium	120,000.00	40,000.00	3,333.33
Adam Matar	Printer & Gortels	Consulting agreement	100%	1 - Discovery	Lead	07/09/2023	9 Low	200,000.00	60,000.00	5,000.00
Adam Matar	HEM	Summer promotion	100%	2 - Qualification	Lead	07/09/2023	8 Medium	1,000,000.00	200,000.00	16,666.67
Adam Matar	HEM Group	New Car Configuration on BMW.com	100%	2 - Qualification	Lead	07/07/2023	4 Medium	750,000.00	150,000.00	12,500.00
Adam Matar	Marcus	Corporate Responsibility report 2023	100%	2 - Qualification	Lead	07/08/2023	4 Medium	50,000.00	10,000.00	833.33
Adam Matar	Henrietta	Henrietta Social media review	100%	2 - Qualification	Lead	07/01/2024	3 High	144,000.00	38,850.00	3,237.50
Adam Matar	Printer & Gortels	New Corporate website	100%	2 - Qualification	Lead	07/09/2023	4 Medium	380,000.00	76,000.00	6,333.33

Achieved through

The Net Revenue Forecast provides a consolidated view of revenue to date as well as forecasted revenue for the remainder of the year. In addition you can also include the opportunities in your pipeline to give a complete revenue forecast for the agency.

The information used to populate this view comes from the projects and opportunities in the projects and CRM workspaces. The Net Revenue Forecast can automatically calculate revenue depending on the settings applied to the system, for example even distribution of revenue or, for opportunities, their weighted values

Forecasting the backlog of projects

Client	Budget net revenue	Remaining amount	Previous revenue	Revenue YTD	Actual	Forecast											
						Jan 2023	Feb 2023	Mar 2023	Apr 2023	May 2023	Jun 2023	Jul 2023	Aug 2023	Sep 2023	Oct 2023	Nov 2023	Dec 2023
Henriksen BHZ	500,250	494,630	5,620	320	1,200	10,140	5,400	48,618	41,194	41,194	41,194	41,194	41,194	41,194	41,194	41,194	41,194
HSBC BHZ	250,500	103,800	276,520	24,420	14,380	121,180	116,540	3,994	3,994	3,994	3,994	3,994	3,994	3,994	3,994	3,994	3,994
NSA BHZ	4,120	300	690	-450	3,670	36,955	36,955	36,955	36,955	36,955	36,955	36,955	36,955	36,955	36,955	36,955	36,955
ING BHZ	59,400	55,828	3,572			-400	4,022	2,791	2,791	2,791	2,791	2,791	2,791	2,791	2,791	2,791	2,791
LEGO BHZ	754,710	693,070	61,640	22,120	26,052	13,026	448	4,781	22,060	36,293	36,293	36,293	36,293	36,293	36,293	36,293	36,293
Maverik BHZ	215,200	211,350	3,850				3,850	7,699	11,067	11,067	11,067	11,067	11,067	11,067	11,067	11,067	11,067
Total	2,909,620	2,572,176	497,032	36,770	71,032	163,180	166,050	186,884	319,128	298,876	319,128	319,128	319,128	319,128	319,128	319,128	319,128

Although the information is likely to be correct as the data is linked directly from the projects workspace, there will inevitably be circumstances when the revenue will need to be adjusted to reflect when the revenue will be earned. The system accommodates the flexibility of accurately forecasting revenue and manually updating the numbers to provide precision for the months ahead. Likewise it also gives a view of achieved revenue, month by month

Forecasting the opportunities

Company	Opportunity name	RF Responsible	Viewers	Probability	Status	Sage	Original amount	Expired amount	Future amount	Forecast					
										Jan 2023	Feb 2023	Mar 2023	Apr 2023	May 2023	Jun 2023
WA	Henriksen Facebook posts	Adam Møller BHM		75%	1 - Pts	Opportunity	14,850.00	7,425.00	7,425.00						7,425.00
Total							14,850.00	7,425.00	7,425.00						7,425.00

By switching the view to look at your pipeline you can see opportunities and the amount of revenue they will generate, with the ability to update numbers, as above.

Notice: In order to use the above you need to purchase the Finance part of WorkBook

A man with a beard and a woman are looking at a laptop screen. The man is pointing at the screen. The woman is looking at the screen with a slight smile. The background is blurred, showing office equipment and a window with light coming through.

Finance Management

» Improving cash flow and your bottom line



Introduction

WorkBook Finance brings all of your operational processes together to ensure you have accurate project data and valuable business intelligence. This section will cover all elements of this process. We start by setting the scene on whom and what to focus on as well as the solution content

Solution focus

Finance management is a key focus in the WorkBook solution and provides:

- 1 Financial visibility:** Complete visibility of the financial agency performance
- 2 Management of working capital:** Manage your WIP costs ensuring client invoicing is done on time, ensuring cash collection is in line with agreed terms and promptly paying your suppliers for work delivered. By doing the above, you ensure proper management of the full cash cycle
- 3 Control of month end and revenue:** Review WIP, outstanding transactions, bank reconciliations and review costs in order to ensure the finalization of accounts on time
- 4 Cost Control:** Review and control costs through Purchase Orders, expense sheet handling and finance budgets

The 4 items specified above will be detailed out on the following pages

Roles / People in focus

Role	Description
CFO	Overall responsibility of the company's financial performance
Finance Controller	Managing the daily operations within the Finance department
Accounts Payable	Responsible for the day-to-day transactional supplier data
Accounts Receivable	Responsible for the day-to-day transactional client data

In smaller agencies the finance team may be down to one person only. The solution includes a 'Finance All' role and can support both a small as well as large finance agency setup

KPI's and measures

The solution supports the management of finance based on the following KPI's:

KPI	Description
WIP	Work in Progress (aged) – control and make sure all is invoiced
AR	Accounts Receivable (aged) – make sure all is collected and paid
Revenue to Net Result	Any key metrics within the income statement i.e. Revenue, Operating income and Net Result
Costs	Control on project and account level, against the set finance budget

The core processes of finance management

The WorkBook Solution supports the standard processes of a finance department. However a few processes stand out as key drivers that allow firms to efficiently manage their agency's finance department.

Full finance support – also for multiple companies

Below and on the following page we have outlined the processes we believe should have most focus in the finance department, being the invoicing process and the month end process. It is important to mention that WorkBook is a full finance solution covering the core items and functionality of General Ledger, AR and AP – and then the full value is in how it is integrated with the rest of the solution.

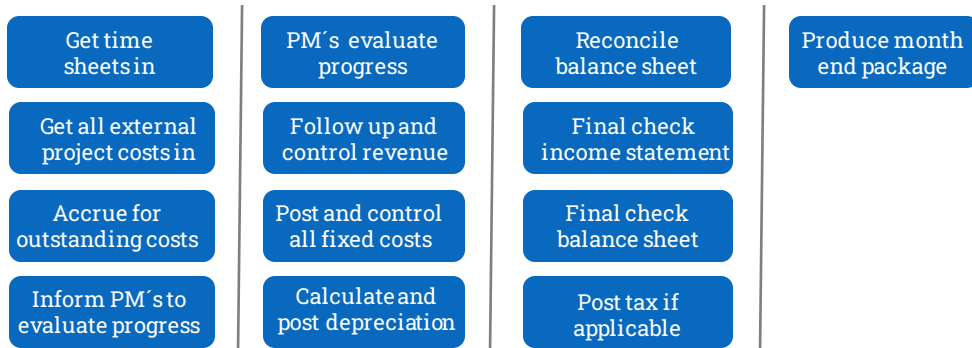
WorkBook also supports the ability to manage multiple companies and intercompany transactions between the different companies – and on the same database. The WorkBook configuration is delivered as a single company setup, but with purchase of additional services the solution can be configured to both handling multiple companies as well as intercompany

Invoicing process – from time to payment



The solution supports the entire process from when a project is scoped, priced and kicked off. Enabling you to then invoice up front based on invoicing plans or as spent, and incur invoices accordingly. Invoices can be prepared by Finance or initiated by Project Managers before being finalized by finance to be sent out. After this the collection process is supported, including tracking of correspondence around payments.

Revenue recognition and Month end process



Month end process(simplified overview)

Day 1

Day 2

Day 3

Day 4

Our focus and solution support is centred around efficiently managing the month end process by completing the revenue recognition and cost elements on business day 1 and 2. You are then able to focus on reconciliations and other impending areas on business day 3. This allows you to close on business day 4.

Speed of execution will vary according to you, however the following sections show how the solution supports this process.

Covered finance processes in Workbook Solution

The solution covers a full set of processes – all of these you can read about in the Process Descriptions document, including swimlane diagrams. Some are listed here:

- General journal entry
- Revenue recognition & Month end
- Create new creditors and customers
- Receive client payments
- Register creditor invoices
- Pay creditor invoices
- Finance budgeting

Achieved through:

Full visibility is achieved when you purchase the complete and fully integrated solution. This will enable you to extract reports that utilize the knowledge throughout the solution and use some of our many pre-built reports.

Below are some examples of reports from a finance management perspective

Working capital – Example view

Debtor number	Debtor	Total	Net due	0-30 days	31-60 days	61-90 days	91-120 days	121-150 days	151-180 days	180+ days
1001	Adidas	GBP 23,220.00		13,120.00		5,000.00	5,100.00			
1011	AdriaZenica	GBP 6,000.00			6,000.00					
1016	BMW Group	GBP								
1017	BMW Netherlands	GBP								
1008	BMW UK	GBP 4,550.00		4,550.00						
1004	BT	GBP								
1000	Coca Cola	GBP								
1005	Facebook	GBP 24,820.00			6,100.00		7,820.00		10,900.00	
1003	Henkel	GBP 97,430.00			5,500.00		88,530.00	3,400.00		
1014	HSE	GBP 97,240.00	5,300.00							31,840.00
1010	HEA	GBP 25,200.00				25,200.00				
1007	HUG	GBP 5,022.00					5,022.00			
1006	LEGO	GBP 24,532.00	8,800.00					10,732.00	5,000.00	
1009	Maersk	GBP								
1013	Motolin	GBP 25,520.00		14,500.00	9,020.00					
1002	Procter & Gamble	GBP								
1012	SEI PLC	GBP								
1013	Vodafone	GBP 11,000.00	6,100.00			4,900.00				
		GBP 284,534.00	20,200.00	34,170.00	26,620.00	35,100.00	198,472.00	14,132.00	13,900.00	31,840.00

The essential part of the balance sheet is managing working capital. This report focuses on WIP, AR and AP aged over time – and the drop down in the upper right corner allows to shift between the different views

Income statement – Example view

Voucher no.	Journal no.	Billing date	Voucher date	Entry date	Debit	Credit	Balance	Currency amount	Invoice no.	Posting text	Origin	WIP
1003	F	07/03/2023	07/03/2023	08/17/2023	1,000.00	-1,000.00	GBP	-1,000.00	1002	1102ADRMInvoiceData import job 1102	Client Journey an...	0
1003	F	07/03/2023	07/03/2023	08/17/2023	1,200.00	-1,200.00	GBP	-1,200.00	1002	1102ADRMInvoiceData import job 1102	Client Journey an...	0
1002	F	07/03/2023	07/03/2023	08/17/2023	800.00	-1,800.00	GBP	-400.00	1002	1102ADRMInvoiceData import job 1102	Client Journey an...	0
1011	F	07/03/2023	07/03/2023	08/17/2023	1,800.00	-1,800.00	GBP	-1,800.00	1011	1111VADMInvoiceData import job 1111	Client Journey an...	0
1011	F	07/03/2023	07/03/2023	08/17/2023	1,800.00	-1,800.00	GBP	-1,800.00	1011	1111VADMInvoiceData import job 1111	Client Journey an...	0
1011	F	07/03/2023	07/03/2023	08/17/2023	3,000.00	-1,800.00	GBP	-400.00	1011	1111VADMInvoiceData import job 1111	Client Journey an...	0
1011	F	07/03/2023	07/03/2023	08/17/2023	3,220.00	-1,800.00	GBP	-3,220.00	1011	1111VADMInvoiceData import job 1111	Client Journey an...	0
1011	F	07/03/2023	07/03/2023	08/17/2023	2,400.00	-1,800.00	GBP	-2,400.00	1011	1111VADMInvoiceData import job 1111	Client Journey an...	0

Within the Chart of Accounts workspace, you get a complete view of your income statement with the ability to drill down for details. Further to this, you may run any of the standard reports for income statement on a month-by-month basis or with comparison to budget

Reports & views to support financial transparency

There are many reports available to support the management of your financials, including but not limited to;

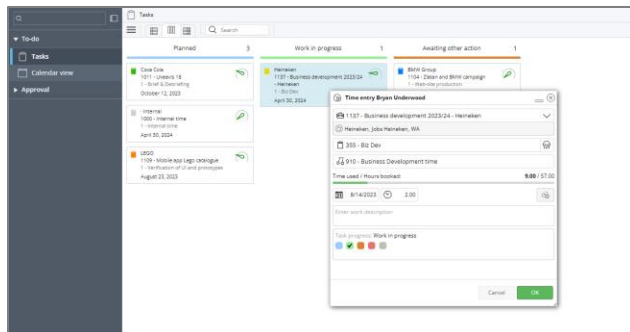
- Trial Balance report
- Income statement report
- Fiscal report 12 months
- Invoice list with debtor balance
- Bank reconcile report

Please find full view of all reports in the appendix 1: WorkBook Reports

Achieved through:

Be in control of your working capital from when a project starts and time is captured through to when you invoice the money and the client pays. Below, we walk you through the full process supported by Workbook

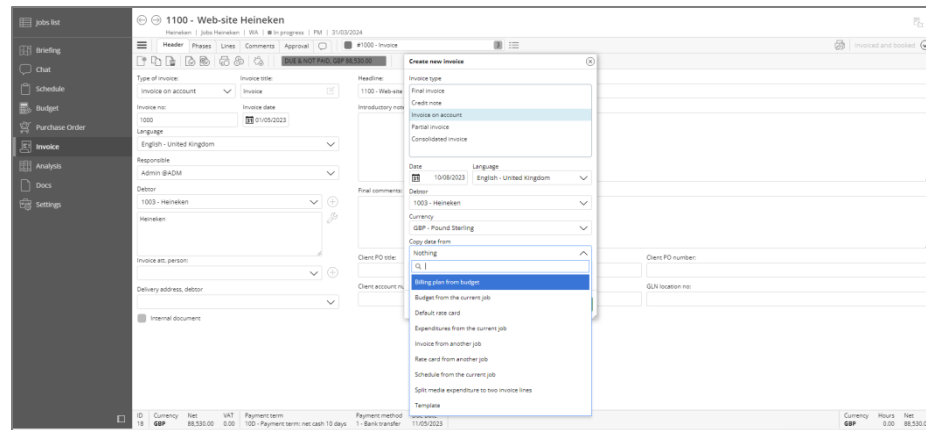
Capturing time, on time



The employee will register time against a project. If you have an approval workflow set up for time submission this would route into that

Summary	Hours	Purchases	Purchases adjusted	Invoice entered	Invoice total	Budget
Group name: Activity Summary (by level)						
280 - Brand Design	5,900.00	14,000.00	5,470.00		5,900.00	12,970.00
916 - User Experience Design	11,120.00	12,000.00	6,000.00		6,000.00	6,000.00
360 - Service Development	127,040.00	137,500.00	84,700.00		79,700.00	84,000.00
370 - Layout Development	44,330.00	70,000.00	13,000.00		13,000.00	35,400.00
440 - Project Manager	7,900.00	47,000.00	2,800.00		2,800.00	20,000.00
600 - Travel & Entertainment	1,000.00				1,000.00	1,000.00
800 - Other		1,780.00			1,780.00	-1,780.00
800 - Production Staff Costs		2,070.00	2,000.00		4,370.00	4,370.00
900 - On account meeting					20,000.00	85,300.00
					178,300.00	178,300.00
Group name: Budgetary Control						
Total before adjustments	195,300.00	286,600.00	75,700.00	3,671.00	3,000.00	76,211.00
Adjustments summary			-200.00			-11,000.00
Total after adjustments	195,300.00	286,600.00	75,500.00	3,671.00	3,000.00	65,211.00
Approved and other adjustments	100,000.00	244,000.00	84,000.00	407.00		20,000.00
Reserves	95,300.00	142,600.00	41,700.00	407.00		45,211.00

Invoicing – partial or on account



As the project progresses you will need to raise invoices to your client, in line with the agreed billing plan. Flexible invoicing allows you to raise bills based upon the agreed method of delivery, whether it be T&M or fixed fee. This means bills can be raised on time and paid on time

Collecting money

As you issue client invoices it is important that Finance are alerted promptly to when these invoices are due for payment

A notification in the WorkBook inbox will prompt named users (as defined in the system setup) of when invoices are due for payment helping you collect cash promptly. You will also be able to track communication with the client regarding payments

Transparency of WIP and AR

Expenditure and invoice analysis w. Estimate												Monday, 1 January 1900 - Tuesday, 31 December 2199											
Job	End date	Project Manager	Prior/Budget (same prior)			Expenditures (same prior)			Budget Conditions			Budget			Invoice/Estimate			Estimate					
			Hours	Purchases	Total	Hours	Purchases	Total	Hours	Purchases	Total	Hours	Purchases	Extra	Total	Hours	Purchases	Extra	Total				
Adidas			395,640.00	63,010.00	458,650.00	68,039.00	23,323.00	91,362.00	339,616.00	38,697.00	378,923.00	32,299.00	2,871.20	44,430.00	69,019.20	42,975.00	20,751.20	44,430.00	19,296.00				
Ad Hoc			116,300.00	25,000.00	141,300.00	21,830.00	2,439.00	24,269.00	94,509.00	10,259.00	117,538.00	7,989.00	0.00	2,439.00	10,418.00	13,660.00	2,439.00	2,439.00	13,660.00				
1702 Vehicle build	14/03/2019	Peter Johnson	18,900.00	20,000.00	43,900.00	21,830.00	21,830.00	43,660.00	2,670.00	20,500.00	22,530.00	7,989.00	0.00	7,989.00	7,989.00	13,660.00	0.00	2,439.00	2,439.00				
1801 Adidas Banner	15/08/2019	Peter Johnson	87,200.00	0.00	87,200.00	0.00	0.00	0.00	2,439.00	2,439.00	47,200.00	2,439.00	0.00	2,439.00	2,439.00	0.00	0.00	0.00	0.00				
Project			298,440.00	38,010.00	336,450.00	43,399.00	20,884.00	64,283.00	325,046.00	-17,117.00	342,163.00	3,030.00	2,871.20	42,000.00	47,861.20	40,365.00	18,321.20	42,000.00	16,886.00				
1800 Adidas Casual	14/02/2019	Peter Johnson	171,720.00	34,020.00	205,740.00	11,160.00	18,658.00	30,818.00	-160,560.00	-14,365.00	-174,925.00	1,671.20	16,200.00	17,871.20	11,160.00	17,884.00	16,200.00	12,844.00					
1814 Adidas 2019	03/06/2019	Peter Johnson	35,640.00	1,820.00	37,460.00	5,748.00	0.00	5,748.00	-29,895.00	-8,500.00	-31,515.00	330.00	0.00	330.00	5,418.00	0.00	0.00	5,418.00					
1820 Adidas Football	21/07/2019	Peter Johnson	50,080.00	1,820.00	51,900.00	0.00	0.00	0.00	-65,080.00	-8,500.00	-73,580.00	1,500.00	0.00	24,500.00	22,800.00	1,500.00	0.00	24,500.00					
1823 Adidas Training	07/05/2019	Peter Johnson	18,275.00	487.00	18,762.00	18,275.00	487.00	18,762.00	0.00	0.00	0.00	1,500.00	1,500.00	3,000.00	1,500.00	1,500.00	1,500.00	18,413.00					
1824 Adidas Shorts	31/01/2019	Peter Johnson	6,000.00	750.00	6,750.00	7,215.00	750.00	7,965.00	1,215.00	0.00	1,215.00	1,500.00	750.00	2,250.00	5,715.00	0.00	0.00	5,715.00					
Retainer			11,040.00	0.00	11,040.00	0.00	0.00	0.00	-11,040.00	0.00	-11,040.00	11,040.00	0.00	0.00	11,040.00	-11,040.00	0.00	0.00	-11,040.00				
1828 Banner ad	28/03/2019	Peter Johnson	11,040.00	0.00	11,040.00	0.00	0.00	0.00	-11,040.00	0.00	-11,040.00	11,040.00	0.00	0.00	11,040.00	-11,040.00	0.00	0.00	-11,040.00				
Aero Century Corp			289,980.00	57,000.00	346,980.00	65,838.25	15,715.58	81,553.83	-143,421.75	-46,284.32	-189,706.07	48,904.00	4,800.00	0.00	53,704.00	16,734.25	5,915.68	0.00	22,649.93				
Ad Hoc			47,400.00	12,000.00	59,400.00	45,331.25	3,582.33	48,913.58	-2,068.75	-8,947.50	-11,006.25	25,200.00	1,100.00	0.00	26,300.00	20,131.25	1,902.50	0.00	22,033.75				
1848 Starbucks micro site	31/05/2019	Barbara Taylor	47,400.00	12,000.00	59,400.00	45,331.25	3,582.33	48,913.58	-2,068.75	-8,947.50	-11,006.25	25,200.00	1,100.00	0.00	26,300.00	20,131.25	1,902.50	0.00	22,033.75				
Project			161,880.00	45,000.00	206,880.00	20,357.00	7,663.18	27,920.18	-141,333.00	-37,246.82	-178,579.82	23,704.00	3,700.00	0.00	27,404.00	3,367.18	3,943.18	0.00	7,310.36				
2007 Ad for Aero	03/06/2019	Peter Johnson	77,820.00	15,000.00	92,820.00	8,560.00	1,836.39	10,396.39	-89,360.00	-13,363.07	-102,723.07	22,384.00	3,200.00	0.00	25,584.00	10,824.00	-1,563.00	0.00	-15,261.00				
1334 Radio Spot for new campaign	15/03/2019	Peter Johnson	72,447.00	20,000.00	92,447.00	11,747.00	8,028.25	19,775.25	-61,693.00	-15,973.75	-77,666.75	1,320.00	500.00	1,820.00	10,427.00	5,526.00	0.00	0.00	15,953.00				
1831 Website for Aero	30/03/2019	Peter Johnson	10,300.00	10,000.00	20,300.00	0.00	0.00	0.00	-10,300.00	-10,000.00	-20,300.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00				
Coca-Cola Company			76,260.00	11,000.00	87,260.00	34,140.00	990.00	35,070.00	-42,080.00	-10,070.00	-52,150.00	4,800.00	300.00	0.00	5,100.00	29,340.00	630.00	0.00	29,970.00				
Project			76,260.00	11,000.00	87,260.00	34,140.00	990.00	35,070.00	-42,080.00	-10,070.00	-52,150.00	4,800.00	300.00	0.00	5,100.00	29,340.00	630.00	0.00	29,970.00				
1822 Coca-Cola Happiness	15/03/2019	Peter Johnson	76,260.00	11,000.00	87,260.00	34,140.00	990.00	35,070.00	-42,080.00	-10,070.00	-52,150.00	4,800.00	300.00	0.00	5,100.00	29,340.00	630.00	0.00	29,970.00				
Total			680,800.00	131,010.00	811,810.00	164,803.25	34,368.18	199,171.43	-516,096.75	-86,641.82	-602,738.57	75,754.00	7,671.20	44,430.00	127,869.20	98,049.25	27,296.99	44,430.00	71,822.23				

Once time has been registered by the employee, approved by the PM and invoices have been sent, you can get complete transparency over your WIP position and debtor's status using the Expenditure and invoice analysis report

Likewise the screen at the top left provides you full visibility of your AR aged over time with the option to drill down to invoices. A similar report is available for AP and aged vendor invoices to cover the most important aspects of working capital

Achieved through:

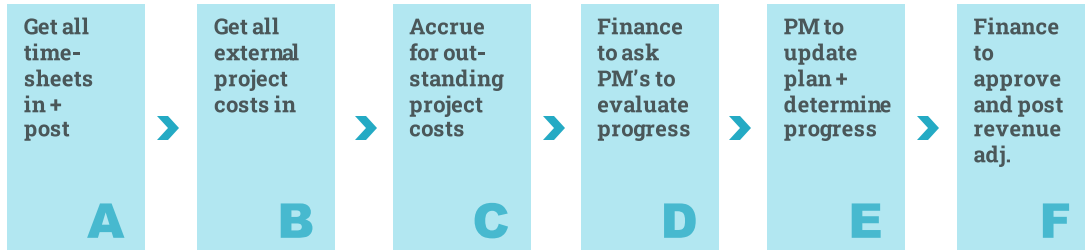
Finalizing accounts for a given month is essential for any agency. The system supports this process with tight controls and strong approval workflows which improve efficiencies.

Month end – step 1 - revenue recognition

Revenue Recognition as principle:

Revenue recognition in WorkBook is done based on the production principle. This means that as hours are incurred, the solution recognizes revenue based on the set up price lists for the clients and the related projects. Similarly for external costs, revenue will be recognized based on the cost value of the cost or based on the markup set on the project for that specific task. Other principles can be applied, but are subject to change during implementation.

Revenue Recognition process



In relation to the solution, it is key to mention that Finance can (in the solution) oversee whether all time sheets have been submitted and approved and if necessary hunt the last employees to submit anything pending. Once all costs and hours are submitted they can let PMs know it is time to evaluate progress.

This task can be conducted by the project manager to see the value of WIP shown in the screen below or the % completion of a project which details how much revenue can be recognized. Performing proper project management enables you to update your remaining plan and then use your updated plan and budget as a foundation for correctly setting the percentage completion.

Finance can then approve the set evaluation and let the solution post the adjustment for month end

Category	Budget	Actual	Remaining	Completion %	Budget
Man	286,700.00	61,000.00	225,700.00	21.24%	76,000.00
Material	0.00	0.00	0.00	0.00%	0.00
Purchase cost	0.00	0.00	0.00	0.00%	0.00
Total	286,700.00	61,000.00	225,700.00	21.24%	76,000.00

Month end, step 2 – finalize the income statement and reconcile your balance sheet

Client	Job	Last adjustment	Hours	Materials	Purchases sale	Purchase cost	Sales discount	Total	Completion rate
Client: BMW UK(7 items)								-1,115.00	
OK - Required a bit more time	1123 - Sales Oct-November							-1,115.00	45.00%
Client: Facebook (2 items)								-840.00	
OK - Agreed with Carlos	1115 - Corporate Website - s...							-840.00	26.00%
Client: Vodafone (1 item)								-2,000.00	
OK	1140 - Reissue Feb							-2,000.00	100.00%

Expenditures type	All approved price quotes	Externally approved price quotes	Total costs incurred (sales price)	Previously partially invoiced	Total previous adjustments (recognized)	Actual P/L value	New P/L value	New adjustment	Complete in rate %	Invoice on account	Accrued/deferred
Hours	15,000.00	15,000.00	17,000.00			17,000.00	15,000.00	-2,000.00	100.00%	15,000.00	2,000.00
Extra / discounts	0.00	0.00	0.00			0.00	0.00	0.00		0.00	0.00
Materials	0.00	0.00	0.00			0.00	0.00	0.00		0.00	0.00
Purchases sale	0.00	0.00	0.00			0.00	0.00	0.00		0.00	0.00
Total	15,000.00	15,000.00	17,000.00			17,000.00	15,000.00	-2,000.00	100.00%	15,000.00	2,000.00
Purchase cost	0.00	0.00	0.00			0.00	0.00	0.00		0.00	0.00
Total NR	15,000.00	15,000.00	17,000.00			17,000.00	15,000.00	-2,000.00	0.00%		2,000.00

The above represents a view of the input to revenue recognition and approval for finance

After the process of revenue recognition is carried out, or in parallel to this, a number of additional month-end tasks must be finalized to complete a full income statement and balance sheet for the month.

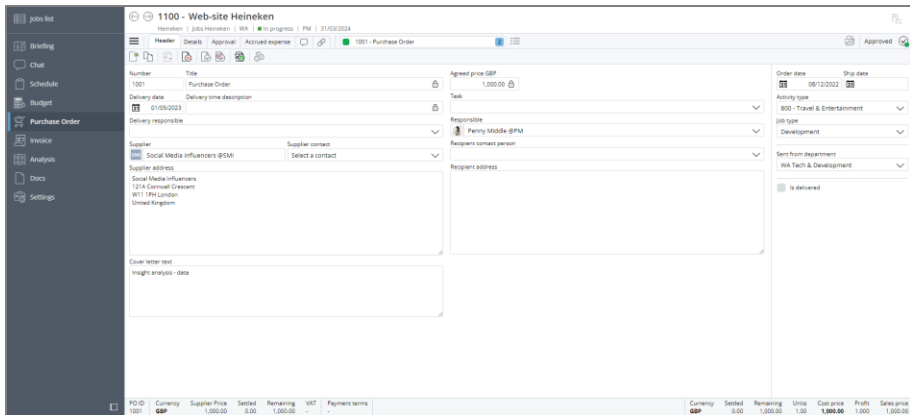
The “Monthly checklist” workspace supports the month end process by alerting you to tasks that have yet to be finalized in the system. This may include missing approvals on revenue recognition, alerts for invoices due, supplier invoices on hold or entries that have been rejected.

No.	Check	Comment	Complete id	By	Responsible	Last updated
10	Has all employees submitted their time sheets?	Yes	<input checked="" type="checkbox"/>	FA		08/14/2023
11	Are there any open project postings?	No	<input checked="" type="checkbox"/>	FA		08/14/2023
12	Verify that there are no open sales invoices that		<input type="checkbox"/>			
13	Check that WIP accounts and WIP on jobs are		<input type="checkbox"/>			
14	Check open purchase orders		<input type="checkbox"/>			
15	Reconciliation of WIP		<input type="checkbox"/>			
16	Reconciliation of bank		<input type="checkbox"/>			
17	Reconciliation of accounts receivable		<input type="checkbox"/>			
18	Reconciliation of accounts payable		<input type="checkbox"/>			
19	Reconciliation of cost accounts		<input type="checkbox"/>			
20	Check VAT		<input type="checkbox"/>			
21	Reconciliation of inter company settlements		<input type="checkbox"/>			
22	Send out statement of accounts to debtors		<input type="checkbox"/>			
23	Send out due payment reminders		<input type="checkbox"/>			
24	Month-end closing complex?		<input type="checkbox"/>			
25	Any remarks?		<input type="checkbox"/>			

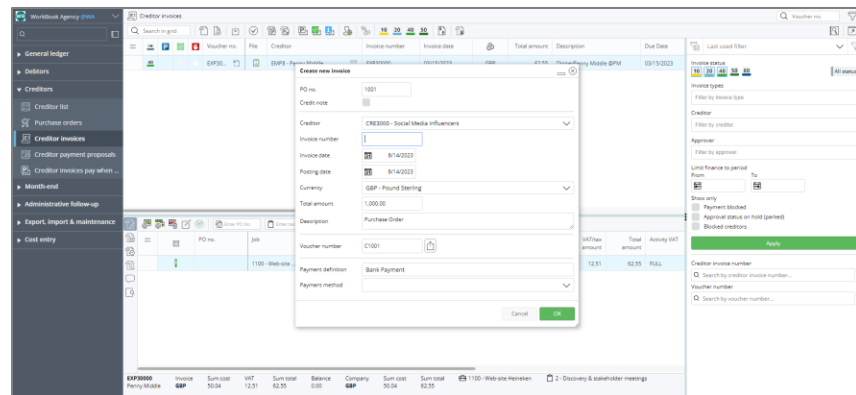
Achieved through:

Costs will be controlled through purchase orders and approvals on any external costs. Fast and efficient distribution of approvals are an integrated part of the solution. It covers the full process from PO to payment, Expense sheets that will handle minor purchases by the employee

From purchasing to payment of vendor

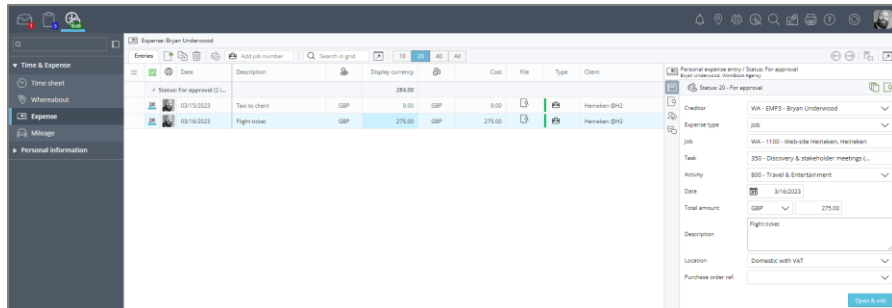


The system allows you to create a budget for all expected fees and costs. Once this is approved, PO's can be raised within the system against agreed costs and sent to the supplier. By creating a PO on the project it allows you to manage your committed costs on behalf of your client and ensure your supplier is informed of the deliverables



When goods/services are received the supplier invoice can then be reconciled against the PO. This allocates costs directly on to the project. Easy supplier invoice allocation ensures costs are allocated accurately and approved by the correct individual. A list of outstanding vendor invoices can then be generated and forms the foundation for payments in the bank

Expense sheets



Expenses are another element associated with costs. As part of the basic user role, employees will have access to filling expense sheets.

Expense sheets are set up to be approved by Project Managers. They then flow into finance for review and pay-out through bank payments. Employees are set up as specific vendors to cover for this

Finance budgets

Account	Total	January 2023	February 2023	March 2023	April 2023	May 2023	June 2023	July 2023	August 2023	September 2023	October 2023	November 2023	December 2023	Responsibility	Approved by
1 - PROFIT & LOSS STATEMENT															
10000 - GROSS PROFIT														Admin	
10100 - REALIZED REVENUE														Admin	
10110 - Realized revenue - Fee	-4,363.00	-328.58	-327.26	-355.00	-346.88	-386.26	-350.98	-362.46	-431.76	-343.42	-403.06	-405.16	-362.32		
10120 - Realized revenue - Purchases														Admin	
10490 - REALIZED REVENUE TOTAL	-4,363.00	-328.58	-327.26	-355.00	-346.88	-386.26	-350.98	-362.46	-431.76	-343.42	-403.06	-405.16	-362.32	Admin	
10200 - WIP REVENUE														Admin	
10210 - WIP revenue - Hours														Admin	
10220 - WIP revenue - External purch.	-458.94	-32.48	-32.48	-32.48	-42.93	-32.48	-32.48	-32.48	-32.48	-71.33	-32.48	-32.48	-32.48	Admin	
10340 - WIP revenue - Adjustments														Admin	
10394 - WIP REVENUE TOTAL	-458.94	-32.48	-32.48	-32.48	-42.93	-32.48	-32.48	-32.48	-32.48	-71.33	-32.48	-32.48	-32.48	Admin	
11000 - REALIZED EXTERNAL PURCH.														Admin	
11110 - Realized external purchases 1	600.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	Admin	
11499 - REALIZED EXTERNAL PURCH.	600.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	Admin	
11300 - GROSS PROFIT TOTAL	-4,222.00	-311.06	-318.74	-327.57	-339.81	-368.74	-333.46	-344.94	-414.24	-354.75	-385.54	-387.64	-344.80	Admin	
11505 - COST PRICE - HOURS														Admin	

The system also assists by helping you control costs with a financial budget. The Financial budget allows you to manage your agency's annual expenditure and income and compare it to your actuals, providing visibility on how you are tracking based upon your set target for the year.

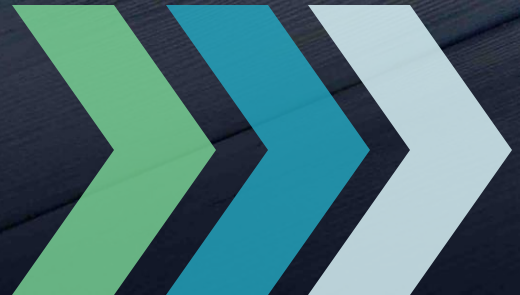
This visibility will allow you to make the right decisions about how to manage your forthcoming costs based on activity already taken place

The finance budgets support budgeting on different dimensions (i.e. by department), however as part of the pre-configured template we have configured it to support an account based budget at company level



Appendixes

» Appendix 1 – Reports



Operation roles – access to reports

The table below outlines which reports the operational roles has access to: Most of the project management and resource management reports can also be executed/grouped by client

Area	Report	Report/View	Report Number	Employee	Project Manager	Department Manager	Resource Manager	Account Manager	Management
EMPLOYEE T&E									
	Absence overview	Menu item		X	X	X	X	X	X
	Flex day overview	Menu item							
	Personal expense status	Menu item		X	X	X	X	X	X
	Time statistics	View		X	X	X	X	X	X
PROJECT MANAGEMENT									
	Jobs Lists	View	1		X	X	X	X	X
	Status view	View	2		X	X	X	X	X
	Expenditure overview	View	4		X	X	X	X	X
	Task Progress View	View	5		X	X	X	X	X
	Price Quotes Overview	View	7		X	X	X	X	X
	Price State Overview	View	8		X	X	X	X	X
	Invoice view	View	11		X	X		X	X
	Purchase Orders Overview	View	12		X	X	X	X	X
	Costs menu - Jobs	Menu item			X	X	X		X
	Job ETC report	Report	230		X	X	X	X	X
	Status report	Report	10		X	X	X		X
	Job profitability	Report	185		X	X	X	X	X
	Price Quote	Report	348		X	X	X	X	X
	Project Price Quote	Report	448		X	X	X	X	X
	Purchase Order	Report	4		X			X	
	Invoice	Report	351		X	X			
	List of external purchases on job	Report	271						
	Customer/job expenditure	Report	150						
	Time expenditures	Report	68		X				
	Expenditures / invoice overview	Report	91		X	X	X		X
	WIP value statement	Report	229				X		

Operation roles – access to reports

The table below outlines which reports the operational roles has access to: Most of the project management and resource management reports can also be executed/grouped by client

Area	Report	Report/View	Report Number	Employee	Project Manager	Department Manager	Resource Manager	Account Manager	Management
RESOURCE MANAGEMENT									
	Holiday Calendar 12 weeks	Report	115		X	X	X	X	
	Allocated hours / used hours	Report	139		X	X	X		
	Employee Profitability	Report	323			X	X		X
	Holiday specification year	Report	188			X			
	Task Matrix	Menu Item				X	X	X	
	Time sheet status	Menu Item				X	X		
	Weekly Schedule	Menu Item			X	X	X		X
	Capacity Graph	Menu Item					X		X
	Calendar	Menu Item					X		
	Timeline Calendar	Menu Item					X		
	Employee Task Summary	Menu Item					X		
	Schedule - list view	Report	99		X		X		
	Gantt chart 8 weeks	Report	39		X	X	X	X	X
	Gantt chart 12 months	Report	398		X	X	X	X	X
CLIENT MANAGEMENT									
	Pipelines	Menu item						X	X
	Pipelines status report	Report	157					X	X
	12 month summary forecast	Menu item						X	X
	Invoice list with debtor balance	Report	457					X	X

Finance roles – access to reports

The table below outlines which reports the finance roles has access to

Area	Report	Report/View	Report Number	Accounts Receivable	Accounts Payable	CFO	Finance Controller	Finance All	Human Resources
DEMO USER				AR	AP	CFO	FC	FA	HR
EMPLOYEE T&E									
	Absence overview	Menu item		X	X	X	X	X	X
	Flex day overview	Menu item							
	Personal expense status	Menu item		X	X	X	X	X	X
	Time statistics	View		X	X	X	X	X	X
PROJECT MANAGEMENT									
	Jobs Lists	View	1	X	X	X	X	X	
	Status view	View	2	X	X	X	X	X	
	Expenditure overview	View	4	X	X	X	X	X	
	Task Progress View	View	5	X	X	X	X	X	
	Price Quotes Overview	View	7	X	X	X	X	X	
	Price State Overview	View	8	X	X	X	X	X	
	Invoice view	View	11	X	X	X	X	X	
	Purchase Orders Overview	View	12	X	X	X	X	X	
	Costs menu - Jobs	Menu item		X		X	X	X	
	Job ETC report	Report	230						
	Status report	Report	10						
	Job profitability	Report	185			X	X	X	
	Price Quote	Report	348	X	X	X	X	X	
	Project Price Quote	Report	448	X	X	X	X	X	
	Purchase Order	Report	4		X		X	X	
	Invoice	Report	351	X			X	X	
	List of external purchases on job	Report	271		X	X	X	X	
	Customer/job expenditure	Report	150				X	X	
	Time expenditures	Report	68						
	Expenditures / invoice overview	Report	91	X		X	X	X	
	Expenditures / invoicing summary by dimension	Report	186				X	X	
	Job budget and expenditure with graphs	Report	439				X	X	
	List of quote / expenditures in a period	Report	184				X	X	
	Client profitability report	Report	564			X	X	X	
	Job cost and profitability	Report	506			X	X	X	
	Job profitability w. Time	Report	554				X	X	
	Job profitability with time capacity usage	Report	259				X	X	
	Estimate / allocated Hours Cost	Report	525				X	X	
	Estimate / allocated Hours Sale	Report	540				X	X	
	Employee time statistics	Report	123				X	X	X
	WIP value statement	Report	229			X	X	X	
	Work in process (WIP) project data	Report	168			X	X	X	

Finance roles – access to reports

The table below outlines which reports the finance roles has access to

Area	Report	Report/View	Report Number	Accounts Receivable	Accounts Payable	CFO	Finance Controller	Finance All	Human Resources
DEMO USER				AR	AP	CFO	FC	FA	HR
RESOURCE MANAGEMENT									
	Holiday Calendar 12 weeks	Report	115						X
	Allocated hours / used hours	Report	139						
	Employee Profitability	Report	323				X	X	X
	Holiday specification year	Report	188				X	X	X
	Task Matrix	Menu Item							
	Time sheet status	Menu Item							X
	Weekly Schedule	Menu Item							X
	Capacity Graph	Menu Item							X
	Calendar	Menu Item							
	Timeline Calendar	Menu Item							
	Employee Task Summary	Menu Item							
	Schedule - list view	Report	99						
	Gantt chart 8 weeks	Report	39						
	Gantt chart 12 months	Report	398						
CLIENT MANAGEMENT									
	Pipelines	Menu item							
	Pipelines status report	Report	157			X	X	X	
	12 month summary forecast	Menu item				X	X	X	
	Invoice list with debtor balance	Report	457						
FINANCE AR									
	Debtor list	Menu item		X		X	X	X	
	Debtor balance by age	Report	378	X		X	X	X	
	Debtor sales list	Report	304	X					
	Debtor Sales list for VAT reporting (EU only)	Report	527	X			X	X	
	Goods / Services Overview	Report	333	X					
	Invoice	Report	351	X			X	X	
	Debtor reminder invoice list	Report	344	X					
	Statement of accounts (Transactions)	Report	225				X	X	

Finance roles – access to reports

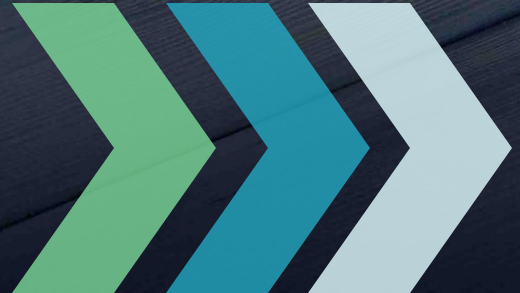
The table below outlines w hich reports the finance roles has access to

Area	Report	Report/View	Report Number	Accounts Receivable	Accounts Payable	CFO	Finance Controller	Finance All	Human Resources
DEMO USER				AR	AP	CFO	FC	FA	HR
FINANCE AP									
	Creditor list	Menu item			X	X	X	X	
	Balance creditor by age	Report	219		X	X	X	X	
	Creditor purchase list	Report	291		X			X	
	Goods / services overview	Report	334		X			X	
	Purchase order	Report	4		X		X	X	
	Booked vouchers	Report	541		X		X	X	
	Approved purchase orders	Report	14		X	X	X	X	
	Purchase order/delivery list	Report	17		X	X	X	X	
	Voucher data sheet	Report	449		X			X	
US	Checks	Report	366, 519, 518, 262,						
			390		X				
	Statement of accounts (Transactions)	Report	226				X	X	
FINANCE MNG									
	Account Balance by period	Report	255			X	X	X	
	Profit & Loss	Report	500			X	X	X	
	Balance sheet with comparison	Report	274			X	X	X	
	Trial Balance	Report	216			X	X	X	
	Profit analysis by dimension	Report	341			X	X	X	
	Financial bookings report	Report	264			X	X	X	
	Trial balance with dimension split	Report	316			X	X	X	
	Trial balance with budget and dimension filter option	Report	269			X	X	X	
	Fiscal report, 12 months	Report	310			X	X	X	
	Statement of accounts by dimensions, 12 months	Report	314			X	X	X	
	VAT code combinations	Report	431			X	X	X	
	VAT reconciliation report	Report	227			X	X	X	
	Job value statement	Report	231			X	X	X	
	Period balance sheet with comparison	Report	277			X	X	X	
	Job expenditures group summary	Report	497	X					
	Ledger	Report	217	X					
	Ledger postings	Report	412	X					
	WIP project postings age distributed	Report	381			X	X	X	
	Financial budget	Menu item				X		X	
	Cash flow forecast	Menu item				X		X	
	Due items	Report	222	X		X	X	X	
	Net revenue forecast	Menu item				X		X	
FINANCE - JOB MNG									
	Actual writeup/writedowns list	Report	300			X	X	X	
	Job statement, invoiced + estimated	Report	201						
	PQ Billing Plan	Report	535				X	X	
	Purchase order Overview	Report	234				X	X	
	WIP adjustments overview	Report	286			X	X	X	



Appendixes

» Appendix 2 – Roles & Access



Operations - roles

The table below outlines what the different roles have access to in the solution. This table is related to operational / "Front-office roles" – this is page 1 of 2

Workspace	Employee	Project Manager	Department Manager	Resource Manager	Account Manager	Management
Inbox						
Inbox	x	x	x	x	x	x
History	x	x	x	x	x	x
Deleted items	x	x	x	x	x	x
Tasks						
To-do	x	x	x	x	x	x
Tasks	x	x	x	x	x	
Calendar view	x	x	x	x	x	
Approval						
Absence entry for approval			x			
Invoices awaiting your approval		x	x	x	x	
Mileage entries awaiting approval		x	x	x		
Personal expense approval		x	x	x		
Price quotes for approval		x	x	x	x	x
Task approval of the user's		x	x	x		
Supplier invoices for approval		x	x	x		x
Time entry approval		x	x	x		
Resource request			x	x		
Purchase orders for approval			x			x
WIP adjustment		x			x	
Time sheet						
Time sheet	x	x	x	x	x	x
Expense sheet	x	x	x	x	x	x
Mileage	x	x	x	x	x	x
Personal information						
Absence overview	x	x	x	x	x	x
Flex day overview						
Personal expense status	x	x	x	x	x	x
My settings	x	x	x	x	x	x
My purchase orders		x	x	x		
My settings:						
My settings	x	x	x	x	x	x

Operations - roles

The table below outlines what the different roles have access to in the solution. This table is related to operational / "Front-office roles" – this is page 2 of 2

Workspace	Employee	Project Manager	Department Manager	Resource Manager	Account Manager	Management
Resources						
Resources		X	X	X	X	X
Jobs						
Jobs list		X	X	X	X	X
Briefing	X	X	X	X	X	X
Chat	X	X	X	X	X	X
Schedule	X	X	X	X	X	
Budget		X	X	X	X	X
PO		X	X	X		
Costs		X	X	X	X	X
Mail		X	X	X		
Docs	X	X	X	X	X	X
Sales Invoice		X				
Scheduling						
Weekly schedule		X	X	X	X	X
Task Matrix		X	X	X	X	
Time sheet status		X	X			
Capacity Status graph			X	X		X
Employee task summary				X		
Timeline calendar				X		
Task follow up				X		
Task list		X		X		
Calendar				X		
CRM						
My activities					X	X
Clients & Prospects list					X	X
12 month summary forecast					X	X
All Activities					X	X
Opportunities					X	X
Finance						
General Ledger						
Net revenue forecast		X	X		X	X

Finance - roles

The table below outlines what the different roles have access to in the solution. This table is related to finance roles” – and is page 1 of 4

Workspace	Accounts Receivable	Accounts Payable	CFO	Controller	Finance All	Human Resources
Inbox						
Inbox	x	x	x	x	x	x
History	x	x	x	x	x	x
Deleted items	x	x	x	x	x	x
Tasks						
To-do						x
Tasks						x
Calendar view						x
Approval						
Absence entry for approval						x
Invoices awaiting your approval	x	x	x	x	x	
Mileage entries awaiting approval	x	x	x	x	x	x
Personal expense approval	x	x	x	x	x	x
Price quotes for approval			x	x	x	
Task approval of the user's						
Supplier invoices for approval		x	x	x	x	
Time entry approval						
Resource request						
Purchase orders for approval						
WIP adjustment			x	x	x	
Time sheet						
Time sheet	x	x	x	x	x	x
Expense sheet	x	x	x	x	x	x
Mileage	x	x	x	x	x	x
Personal information						
Absence overview	x	x	x	x	x	x
Flex day overview						
Personal expense status	x	x	x	x	x	x
My settings	x	x	x	x	x	x
My purchase orders						
My settings:						
My settings	x	x	x	x	x	x

Finance - roles

The table below outlines what the different roles have access to in the solution. This table is related to finance roles”– and is page 2 of 4

Workspace	Accounts Receivable	Accounts Payable	CFO	Controller	Finance All	Human Resources
Resources						
Resources	X	X	X	X	X	X
Jobs						
Jobs list	X	X	X	X	X	
Briefing	X	X	X	X	X	
Chat	X	X	X	X	X	
Schedule					X	
Budget	X	X	X	X	X	
PO	X	X	X	X	X	
Costs	X	X	X	X	X	
Mail			X	X	X	
Docs	X		X	X	X	
Sales Invoice						
Scheduling						
Weekly schedule				X	X	X
Task Matrix				X	X	
Time sheet status					X	X
Capacity Status graph				X	X	X
Employee task summary				X	X	
Timeline calendar				X	X	
Task follow up				X	X	
Task list				X	X	
Calendar						
CRM						
My activities				X	X	
Clients & Prospects list				X	X	
12 month summary forecast			X	X	X	
All Activities				X	X	
Opportunities				X	X	

Finance - roles

The table below outlines what the different roles have access to in the solution. This table is related to finance roles – and is page 3 of 4

Workspace	Accounts Receivable	Accounts Payable	CFO	Controller	Finance All	Human Resources
Finance						
General Ledger						
Chart of accounts			X	X	X	
Project Postings	X	X	X	X	X	
Journals	X	X	X	X	X	
Posting Search	X	X	X	X	X	
Financial Budget			X	X	X	
Cash Flow Forecast			X	X	X	
Net revenue forecast			X	X	X	
General reporting	X	X	X	X	X	
Debtors						
Debtor list	X		X	X	X	
Debtor invoices	X			X	X	
Debtor reminders	X			X	X	
Creditors						
Creditor list		X	X	X	X	
Purchase Orders		X		X	X	
Creditor invoices		X		X	X	
Creditor payment proposals		X		X	X	
Month End						
Bank reconciliation	X	X	X	X	X	
Intercompany reconciliation						
Monthly checklist	X	X	X	X	X	
Accounting periods			X	X	X	
Month /year closure			X	X	X	
Monthly wip adjustments followup	X		X	X	X	

Finance - roles

The table below outlines what the different roles have access to in the solution. This table is related to finance roles – and is page 4 of 4

Workspace	Accounts Receivable	Accounts Payable	CFO	Controller	Finance All	Human Resources
Administrative followup						
Jobs with expired end date	x			x	x	
Changelog				x	x	
Due billing plan followup	x			x	x	
Billable jobs with open Price quotes				x	x	
Open expenditures on closed jobs		x		x	x	
Open job adjustments	x			x	x	
Open material entries				x	x	
Open Mileage entries		x		x	x	
Open personal expense entries		x		x	x	
Open time sheet entries	x			x	x	
Rejected entries	x	x		x	x	
Vouchers on hold		x		x	x	
Users with no login last 30 days				x	x	
Time entry statistics				x	x	x
Export, import maintenance						
Databoard export			x	x	x	
Bank reconciliation (manual)	x			x	x	
Data export			x	x	x	
Job dimension update				x	x	
Time entry price update				x	x	
Personal expense credit card import		x		x	x	
Google adwords import		x		x	x	
Bing import		x		x	x	
Cost entry						
Time sheet			x	x	x	x
Expense entry			x	x	x	x
Mileage entry			x	x	x	x
Employee settings						
Employee creditor mappings				x	x	
Employee cross-company access				x	x	
Employee settings grid				x	x	x