| | A | B | C | D | E | F | G | H | I | J | K |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | Client Code | | | | | | | | | | |
| 2 | Client Name | | | | | | | | | | |
| 3 | Recognition Model | 1-Reconcilable | | | | | | | | | |
| 4 | Location | | | | | | | | | | |
| 5 | | | | | | | | | | | |
| 6 | | FY | YTD | | | | | | | | |
| 7 | Locked Budget | $4,128,217 | $2,408,127 | | | | | | | | |
| 8 | Most Current Forecast | $4,139,529 | | | | | | | | | |
| 9 | YTD NS Actuals | | $2,762,894 | | | | | | | | |
| 10 | Util Plan Fee Equiv (PPM) | $3,635,448 | | | | | | | | | |
| 11 | Util Plan Fee Equiv Act+ToGo (PPM | $4,013,229 | | | | | | | | | |
| 12 | Sold Plan Fee Equiv | $3,633,610 | | | | | | | | | |
| 13 | Util Hours | 18,716 | | | | | | | | | |
| 14 | Actual Hours | | 12,321 | | | | | | | | |
| 15 | 2019 Pro Forma | $8,779,140 | | | | | | | | | |
| 16 | 2020 Budget (Q0) | $4,221,119 | | | | | | | | | |
| 17 | 2021 Budget (P2) | $4,620,957 | | | | | | | | | |
| 18 | | | | | | | | | | | |
| 19 | | | | | | | | | | | |
| 20 | **Financial Overview (Consolidat** | | **All Resource** | | | | | | | | |
| 21 | | *Total (w/o Hogarth)* | *Total NY* | *Greater NY* | *All California* | *All Chicago* | *All DC* | *All Denver* | *Consulting* | *H&W NJ* | *Hogarth* |
| 22 | Locked Budget | $6,198,957 | $4,569,217 | $4,669,217 | $986,715 | $125,000 | $300,025 | $243,000 | $100,000 | $0 | $401,043 |
| 23 | Most Current Forecast | $6,338,159 | $4,419,143 | $4,816,713 | $986,715 | $127,506 | $289,225 | $245,506 | $397,570 | $0 | $255,849 |
| 24 | YTD NS Rev Actual | $4,435,485 | $3,012,775 | $3,410,345 | $685,748 | $71,950 | $207,400 | $131,992 | $397,570 | $0 | $117,246 |
| 25 | Revenue to Go | $1,902,674 | $1,406,368 | $1,406,368 | $300,967 | $55,556 | $81,825 | $113,514 | $0 | $0 | $138,603 |
| 26 | *YTD % Revenue Burn* | 70% | | | | | | | | | |
| 27 | | | | | | | | | | | |
| 28 | | *Total* | *Firm* | *Pending* | *Identified* | *Unidentified* | | | | | |
| 29 | **Confidences*** | $6,594,008 | $6,215,404 | $0 | $0 | $378,604 | | | | | |
| 30 | *excludes Hogarth, Consulting and NJ* | | | | | | | | | | |
| 37 | | *Forecast* | *Actuals* | *Var* | *2019 Final* | | | | | | |
| 38 | Contribution Margin | 55.0 | 57.1 | 2.1 | | | | | | | |
| 39 | Direct Expense | $2,154 | -$29,014 | ($31,168) | $4,859 | | | | | | |
| 40 | | | | | | | | | | | |
| 41 | | *Total Balance* | *>30+* | *>60+* | *>90+* | *>120+* | *>151+* | *>181+* | | | |
| 42 | AR | $2,806,747 | $2,806,747 | $558,656 | $0 | $0 | $0 | -$51,266 | | | |
| 43 | WIP | -$788,386 | -$788,386 | $0 | $0 | $0 | $0 | $0 | | | |
| 44 | Accrued Revenue | -$2,160,640 | $389,527 | $0 | $0 | $0 | $0 | $0 | | | |
| 45 | | | | | | | | | | | |

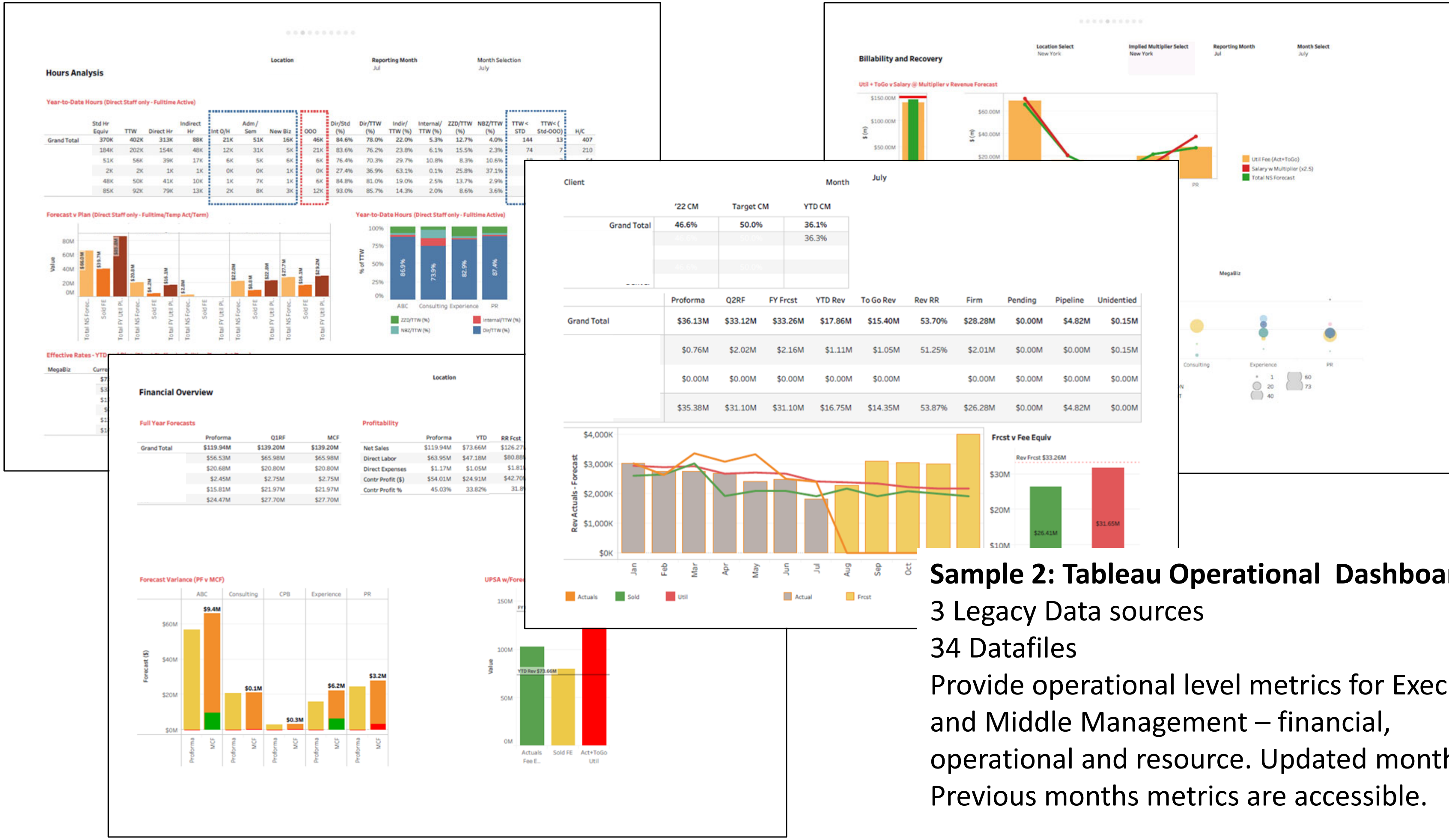
**Sample 1: Complex Excel**

19 different data tables across 5 data sources

40 pivot tables

Used for comparing client metrics across entire portfolio

| | | | | G | H | I | J | K | L | M | N |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | BZ | NewBusiness | | | | | | |
| | | | | EW NESS | New Business | | | | | | |
| 5 | | (row 12) | (row 16) | | *2-Non-Reconcilable* | *1-Reconcilable* | *2-Non-Reconcilable* | *2-Non-Reconcilable* | *2-Non-Reconcilable* | *2-Non-Reconcilable* | *z-TBD* |
| 6 | | | | | *Tier 4: >$5m* | *Tier 4: >$5m* | *Tier 2: $500k-$1m* | *Tier 3: $1m-$5m* | *Tier 3: $1m-$5m* | *Tier 4: >$5m* | *Tier 3: $1m-$5m* |
| 7 | **OUSA YTD Revenue *(Includes Hogarth)*** | YTD Revenue | $7,686 | $250 | $0 | $10,829,692 | $529,035 | $22,214,170 | $1,936,015 | $9,362,992 | $1,803,117 |
| 8 | | YTD Total Direct Labor | $0 | $0 | $0 | $5,069,335 | $1,049,974 | $1,241,014 | $1,396,529 | $5,044,761 | $1,293,531 |
| 9 | | YTD Total Direct Costs | $0 | $0 | $0 | $14,606 | $0 | $0 | $5,395 | $990 | $44 |
| 10 | | **YTD Contribution Margin** | | | **0%** | **54%** | **-105%** | **94%** | **27%** | **22%** | **28%** |
| 11 | | Current Budget (BPC) [Q0RF 02-17] | ($821) | $500 | $28,010,500 | $14,972,294 | $300,000 | $2,038,744 | $1,025,900 | $11,000,000 | $1,000,000 |
| 12 | | **Current Rolling Budget (BPC)** | **$64,084** | **$54,499** | **$7,323,128** | **$13,173,764** | **$600,065** | **$1,405,110** | **$3,228,796** | **$13,022,685** | **$4,000,658** |
| 13 | | PPM Fee Equiv (Act + To Go) | $39,851,956 | $15,592,589 | $0 | $18,297,392 | $3,386,727 | $4,281,550 | $4,939,299 | $17,370,422 | $3,929,741 |
| 14 | | YTD Rev (BPC) | $64,083 | $54,749 | $0 | $9,040,505 | $529,034 | $1,359,959 | $1,936,015 | $10,353,960 | $1,998,559 |
| 15 | | YTD Actuals Fee Equiv (@2.9 except IBM 2.73) | $51,380,090 | $16,910,516 | $0 | $11,531,336 | $2,654,849 | $2,760,904 | $3,242,805 | $11,447,300 | $3,038,538 |
| 16 | | Var: YTD Rev v YTD Fee Equiv | | | **$0** | **($2,490,831)** | **($2,125,815)** | **($1,400,945)** | **($1,306,790)** | **($1,093,339)** | **($1,039,980)** |
| 17 | | Var: Budget and PPM Fee Equivalent (Act + ToGo) | | | **$7,323,128** | **($5,123,628)** | **($2,786,662)** | **($2,876,440)** | **($1,710,503)** | **($4,347,737)** | **$70,917** |
| 18 | | YTD Actual Hrs | 272,913 | 69,720 | - | 67,174 | 10,793 | 19,591 | 14,662 | 49,655 | 14,444 |
| 19 | | YTD Actual Salaries (All) | $18,986,290 | $6,258,907 | $0 | $4,266,409 | $981,966 | $1,016,301 | $1,187,977 | $4,239,138 | $1,104,923 |
| 20 | | Contractual Multiplier (*Avg across all profit ctrs*) | | | *3.00* | *3.00* | *3.00* | *3.00* | *3.00* | *3.00* | *3.00* |
| 21 | **Multipliers** | Implied Multiplier (*YTD Rev Act : YTD Actual Salary*) | | | *0.00* | *2.12* | *0.54* | *1.34* | *1.63* | *2.44* | *1.81* |
| 22 | | Var: Implied Multiplier - Contractual Multiplier | | | **-3.00** | **-0.88** | **-2.46** | **-1.66** | **-1.37** | **-0.56** | **-1.19** |
| 23 | **Scope Track** | Scope Tracker Fee | | | $0 | $0 | $0 | $0 | $1,077,023 | $0 | $0 |
| 24 | | Scope Tracker Hours | | | 0 | 0 | 0 | 0 | 8,950 | 0 | 0 |
| 25 | | Avg Hrly Rate | | | $0.00 | $0.00 | $0.00 | $0.00 | $120.34 | $0.00 | $0.00 |




**Sample 2: Tableau Operational Dashboard**

3 Legacy Data sources

34 Datafiles

Provide operational level metrics for Executive and Middle Management – financial, operational and resource. Updated monthly. Previous months metrics are accessible.


**Sample 3: Power BI**

14 different data tables across 5 data sources

Similar to the Tableau reports provides multi-faceted operational metrics to key stakeholders across organization from same dataset: Executive, Regional Leadership, Client Leads, Department leads.