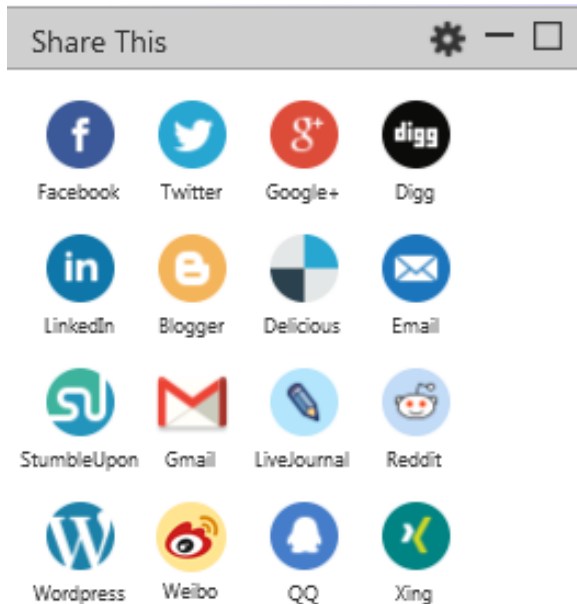


Managing to Optimize Profitability: Best Practices in Project Accounting and Resource Management

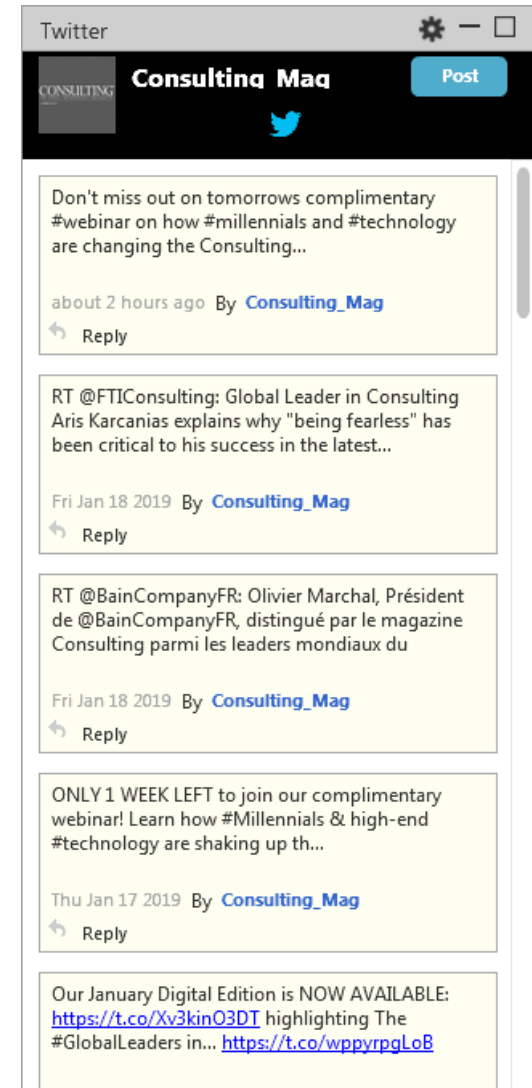


Before We Begin



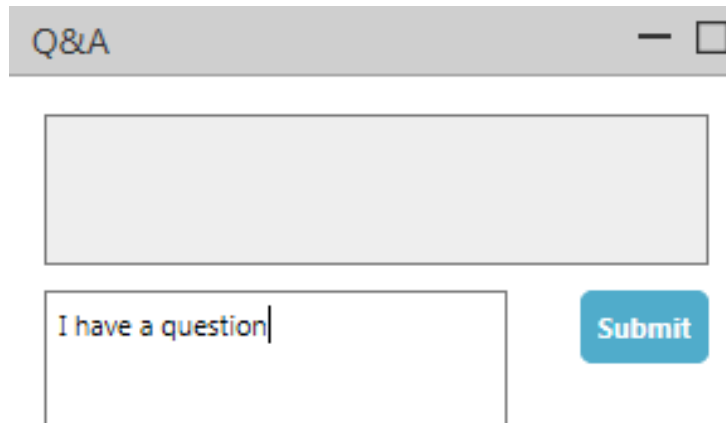
← Post directly to social media!

Live Twitter feed displays your tweets (use #cmagWebinar) →



Before We Begin

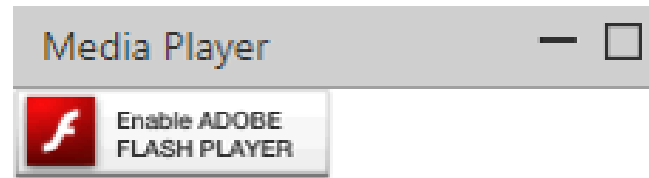
Ask questions through the
Q&A widget

A screenshot of a Q&A widget interface. At the top is a grey header bar with the text 'Q&A' on the left and a minus sign followed by a square icon on the right. Below the header is a large, empty rectangular text area. At the bottom of the widget is a smaller text input field containing the text 'I have a question|' with a cursor at the end. To the right of this input field is a blue button with the word 'Submit' in white text.

Questions will be answered
during the Q&A segment

FAQs

- If you cannot hear the session currently, please check the following:
 - Google Chrome and IE are the two best browsers to use
 - Ensure that cookies are enabled for this site
 - Make sure FLASH is allowed
 - If using Chrome, click on “enable ADOBE FLASH PLAYER” (see below)
- Recorded On-Demand session will be available starting tomorrow, 1/25.



Managing to Optimize Profitability: Best Practices in Project Accounting and Resource Management



Today's Speakers



Joseph Kornik
Publisher and
Editor-in-Chief
Consulting
magazine



Nishanth Vallabhu
Chief Operating Officer
Cognizant Consulting



Christopher Craig
President & COO
Unanet



Neel Sata
Co-Founder and Managing Director
Technology Consulting Practice
ImagineX Consulting



Tom Rodenhauser
General Manager, ALM
Intelligence
Managing Director, Advisory
Services



Shaun Bank
Co-Founder and Managing Director
Software Engineering, Data Insights & Agile Practices
ImagineX Consulting

Managing to Optimize Profitability: Best Practices in Resource Management and Beyond

Introduction

Cognizant is one of the world's leading professional services companies, transforming clients' business, operating and technology models for the digital era

- Ranked #193 on the **Fortune 500**
- Ranked #87 in **Forbes Top 100 Digital Companies** (Sept 2018)
- Named among **World's Most Admired Companies by Fortune** (Jan 2019)
- Among **America's Best Management Consulting Firms by Forbes** (Mar 2019)

Cognizant
Consulting

6000+
Consultants

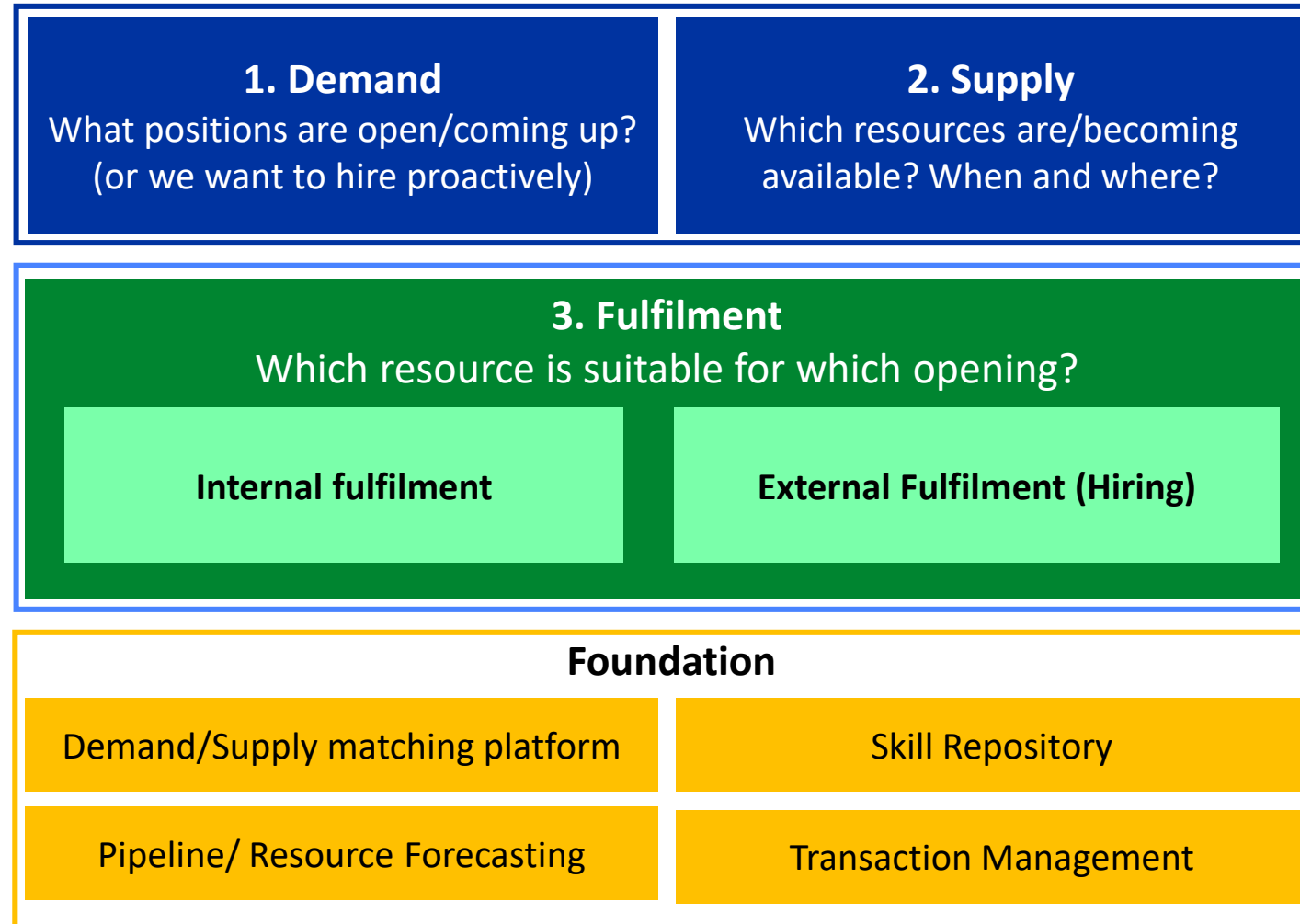
600+
Consulting Clients

10x+
Pull Through Impact

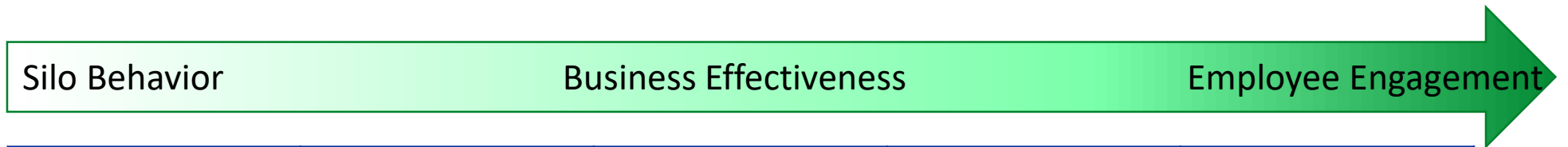
Healthy Mix
Of 'Advisory' and 'Enablement' Work

Resource Management – Big Picture

Resource Management has several key components..



Resource Management Maturity Model



	Informal	Basic	Progressing	Proactive	Optimized
Foundational Elements	Information silos.	Shared in common repository.	Common structure/ format.	Periodically refreshed (twice yearly).	Aligned to Career Paths. Used for Employee Development.
Resourcing Processes -- Supply	Little resource sharing.	Limited resource sharing.	Support for X-Business Sharing (may be limited to certain roles).	X-Business Sharing in place across organization.	X-Business Sharing expected.
Resourcing Processes -- Demand	Transactional. Cumbersome processes. Unpredictable Demand. Reactive Approach to Staffing.	Transactional. Some process automation. Limited predictability/ planning. RM Order Takers.	Streamlined processes. Predictable trends --> High level demand plans.	Detailed Resourcing plans. RM Involvement in strategic staffing initiatives.	Detailed plans for hiring, training, updated as needed. RM integral to strategic proposal staffing.
Reporting & Tools	Lack of standards. Minimal automation.	Standard formats identified.	Centrally reported and distributed. Some automation	Analytic Tools & Dashboards.	Real Time On Demand Access.
Employee Development	No Focus.	Ad hoc coaching.	Ad hoc Talent Planning on a limited basis.	Talent Plans for High Potential.	Structured Talent Review Process (beyond High Potential).
RM Organization	Operate in Silos. No central function.	Centrally organized but access to business controlled by gatekeeper.	Centrally organized with RM business connection at working level (PM/ Director).	Central RM team with strong connection to business leaders. Focus on continuous improvement.	RM considered business Trusted Advisor; part of Leadership team. Focus on Best Practices to meet evolving business needs.

Resource Management: Few good practices to consider

- Have a good view of demand – be clear about your channels, pipeline

1. Demand

2. Supply

- Diversify supply base – campus, industry, other consulting, train and hire etc.
- Hire ahead of demand, but based on current/target pyramid

- Think of a 'high touch' model that considers consultant growth

3. Fulfilment

- Look for 'ability' not just 'experience'

Foundation

- Capture resource skills across broad set of dimensions (industry, functional, technical etc.)
- Link hiring and financial forecast to same pipeline

Beyond Resource Management - Project Execution and Profitability Management

- Track financial health at a project level, not just at a practice/firm level
- Consider allowing shared sales credit broadly within field, but limit no. of individuals with P&L ownership – avoids staffing conflicts, and gets best resources for a project
- Build in senior time for QA/oversight – you will anyway incur this!
- Fixed price has risk/return – may be preferable considering your execution track record (on-time, on-budget, good quality)
- Build a knowledge/asset base that can help you do ‘more for less’
- Time based doesn’t have to be 8 hours a day- most consultants work more

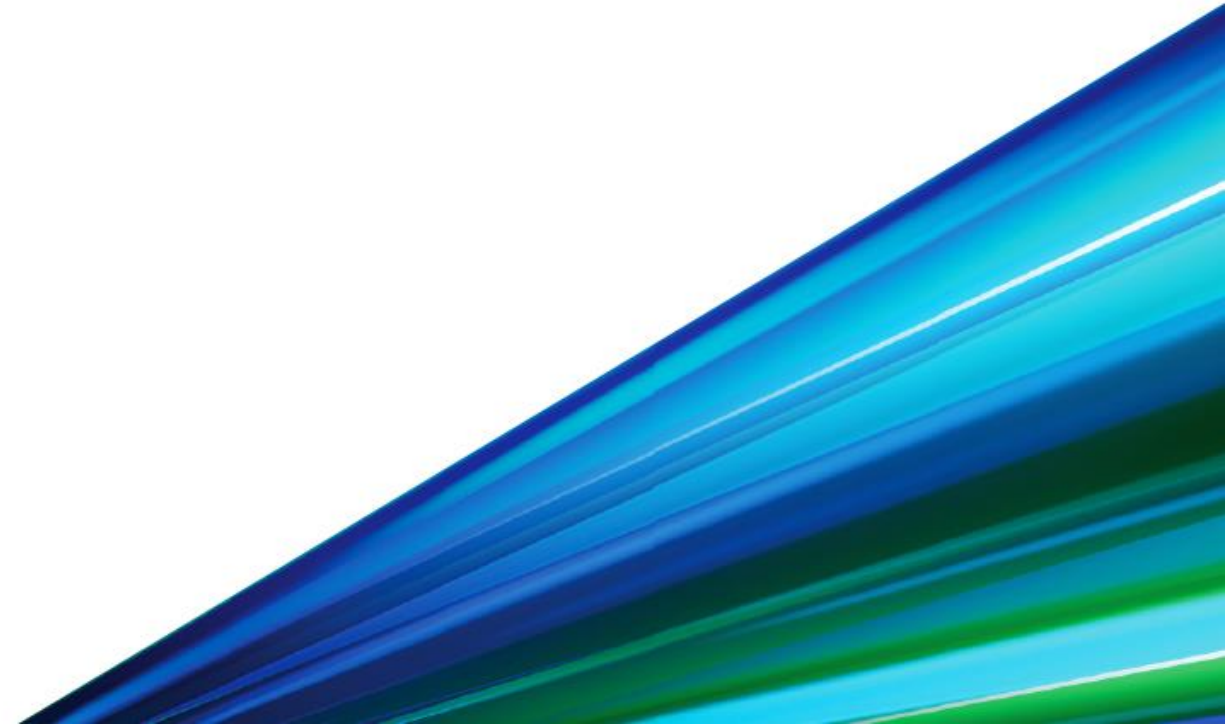


Thank You

Nishanth Vallabhu

COO | Cognizant Consulting

Nishanth.Vallabhu@cognizant.com





Joseph Kornik
Publisher and
Editor-in-Chief
*Consulting
magazine*

Q&A with Tom Rodenhauser



Tom Rodenhauser
General Manager, ALM
Intelligence
*Managing Director, Advisory
Services*



Managing to Optimize Profitability

May 21, 2019



ImagineX
Overview

Talent
Management

Project Health

ImagineX by the Numbers

Agility of a small firm with the credentials of a large one

CONSULTING®
THE PEOPLE • THE PROFESSION • THE LIFESTYLE



CIO 20 MOST PROMISING
DevOps
Review SOLUTION PROVIDERS - 2018

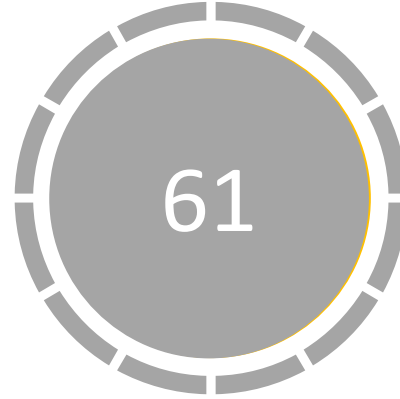


**BEST AND
BRIGHTEST**
COMPANIES
TO WORK FOR
IN THE NATION
WINNER 2018



ImagineXers

From junior engineers to ex Big 4 Project Leaders to CyberSecurity specialists, we bring together a diverse set of consulting talent



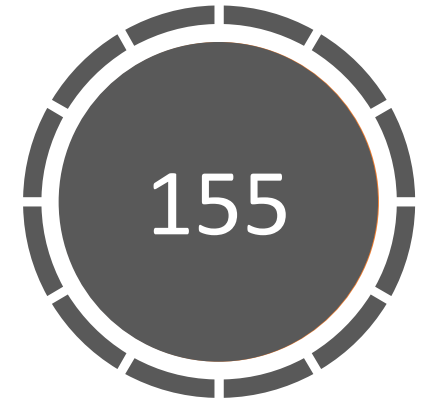
Clients Served

We service clients across most verticals with particular focus on financial services, insurance, hospitality, and retail



Client Locations

While work is centralized in Atlanta, DC, and Carolinas, we also do a lot of virtual work, to much success



Projects

Over 125 unique projects in just 3 years. 98% customer satisfaction

How We Help Our Clients

Utilizing lean delivery methods to enable companies to make the most of their technology investments, with an emphasis on security in everything we do





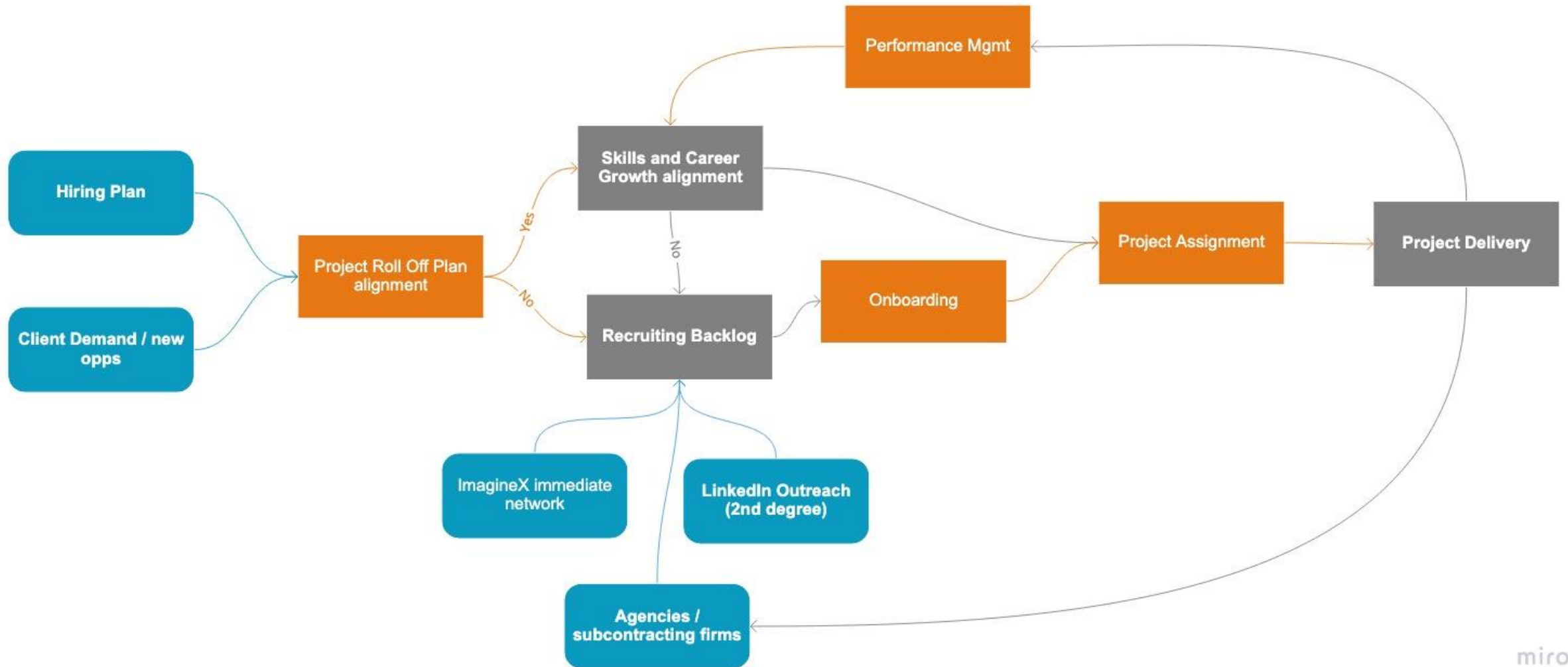
ImagineX
Overview

Talent
Management

Project Health

Lean Talent Management Acquisition Process

Running a Lean Bench



miro

Lean Talent Management Acquisition Tools

Maximizing our time spent so we don't have a large recruiting/HR staff

Kanban, People, and Productivity Tools

- **Trello** and **Kanbanize**
 - Tracking cycle time
 - how long does it take to get a candidate from identification to onboarding?
 - Integration with Slack for notifications
- **Zoho People**
 - Updated profiles
 - Skills and expertise levels
 - Project feedback and quarterly goal setting and tracking
- **Slack**
 - Real-time feedback and recognition channel

Real-time Interactions

- Weekly roll off/recruiting/open roles standups
 - "Walk the board"
- "Swarming sessions" when large project SOWs close
 - Warm pipeline of recruits from our systems
 - Deep Dive on LinkedIn

Talent Tips

Some things to focus on as you grow your consulting organization

Acquisition

Recruiting

- Source candidates through referrals from employees, friends/family, maximize LinkedIn!
- Optimize the FTE to subcontractor mix based on the stage of your firm
- Ensure one of your key criteria for hiring FTEs is **"fungibility"**: handling a variety of industries and project types
- Establish relationships with trusted subcontracting firms for point skills
- As a smaller firm, if you can, maintain a **"lean bench"** – e.g., line up start dates with the start of billable work

Staffing Process

- Marry capability, opportunity, and aspiration of our consultants to determine staffing
- Ensure you have a process to track the skills and expertise of your new consultants

Engagement

Connection

- **Culture Portals** – implement a portal or intranet for employees to learn more about each other, our strategy, culture and values
- **Recognition** – build programs to recognize employees for their delivery and giving back to the company
- **Affinity Groups** – build communities around work and non-work topics to create closeness when geographically spread and growing
- **Social Media Campaigns** - highlight your people (e.g., Women's History month)
- **Firm Accolades** – celebrate your achievements (e.g., Best Firm to Work For)
- **Events** – Conduct monthly All Hands, Annual holiday parties, client team events, etc.

Ongoing Feedback Process

- Collect and document client/peer/supervisor feedback in real time
- Marry capability, opportunity, and aspiration of your consultants to determine next role staffing
- Established backlog of internal activities during bench time; updating of skills, profile and goals

Career Development

Performance Management

- Implement Annual performance management process that balances structure with pragmatic process (e.g., not an overbearing process)
- Build a career progression and promotion process early and iterate on it
- Ensure your leaders are working to set goals and review them regularly with their consultants; do the same for your leaders

Learning and Development Process

- Offer relevant training to support the type of client delivery work your people are doing (e.g., AWS, Zendesk, Tableau, etc.)
- Offer other non-technical certifications for your management consultants (e.g. KMP, CSM)



ImagineX
Overview

Talent
Management

Project Health

Executing Projects Profitably

Our delivery approach focuses quality execution with a constant eye on profitability, even before a contract is signed

Contracting

- *Complete Detailed Cost Model*
- *Depending on deal size, conduct Deal Reviews focused on delivery and financial risks*
- *Review Contracts/SOWs, especially for larger deals*
- *Feed target project financials into overall company forecast to understand firm-level profit and loss*

Team Ramp-up

- *Onboard resources to set clear delivery expectations upfront*
- *Establish process discipline to tie financials and execution – e.g., time reporting, expenses*

Project Execution

- *Project Health Checks (Monthly) focused on profitability and major risks*
- *QA Reviews (Quarterly)*

Financials

- *Project and Account level profitability analysis (Monthly)*
- *Invoice/AR tracking (Weekly) – Days Outstanding is a key driver of profitability and cash flow!*
- *Burndown against SOWs/contracts (Monthly)*

Resources

- *Roll-on/roll-off schedule*
- *Correlate sales pipeline resource needs with recruiting pipeline to anticipate headcount*
- *Review resource chargeability report (Weekly)*

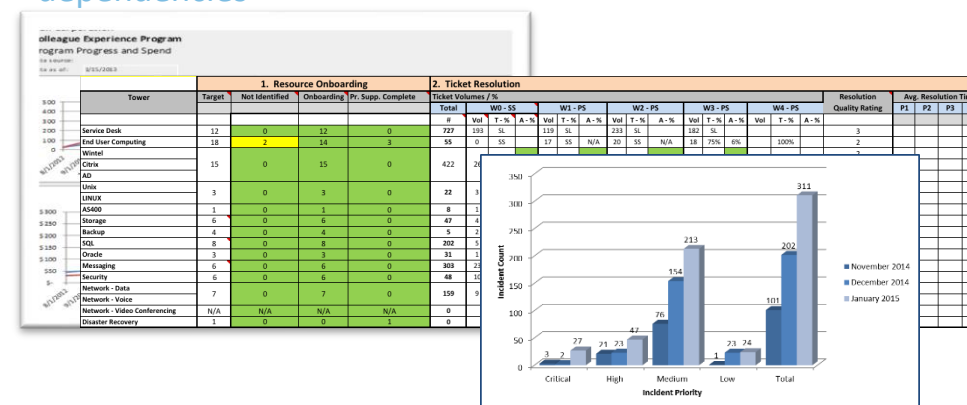


Cost Model to accurately forecast revenue and cost prior to contract phase

New Project or Ext?	Fee Type	Project Owner	Start Date	End Date	Project Status	Date Updated	Project Budget (Baseline)
New	T&M	Paul/Margaret	6/15/2016	9/30/2018	In Progress	9/1/2018	\$200,000
New	T&M	Paul	12/10/2018	5/31/2019	In Progress	5/13/2019	\$150,000
Ext	T&M	Tim	1/21/2019	5/17/2019	In Progress	5/6/2019	\$300,000

Project Health Check - Measure budget vs. actuals, variance, and profitability on a weekly basis

Accurate **Real-time** Program Execution Status
to gauge project execution risks, issues,
dependencies



Chargeability Report to understand firm-wide utilization; drives effective staffing on projects and profitability

Chargeability – 3 week review

04/20/2019					04/27/2019					05/04/2019				
BILLABLE	HOLIDAY	PTO	Available Hours	%	BILLABLE	HOLIDAY	PTO	Available Hours	%	BILLABLE	HOLIDAY	PTO	Available Hours	%
6	0	0	40	15%	6	0	0	40	15%	4	0	0	40	10%
2	0	8	40	5%	2	0	8	40	5%	2	0	0	40	5%
40	0	0	40	100%	40	0	0	40	100%	40	0	0	40	100%
35	0	0	88	33.5	33.5	0	0	84	35.5	35.5	0	0	40	88%
33	0	6	40	83%	35	0	0	40	88%	39	0	0	40	98%
41.5	0	0	104	32	32	0	8	40	80%	43	0	0	40	108%
40	0	0	100%	32	32	0	8	40	80%	40	0	0	40	100%
2	0	0	40	5%	0	0	0	40	0%	0	0	0	40	0%
35.5	0	3	40	89%	30.5	0	9.5	40	76%	41	0	0	40	103%
40	0	0	43.5	43.5	0	0	40	109%	42	0	8	40	68%	
46.5	0	40	116%	43	0	0	40	108%	27.5	0	0	40	105%	
4	0	0	40	10%	0	0	8	40	0%	0	0	0	40	0%
44	0	0	40	110%	41	0	0	40	103%	47	0	0	40	118%
37	0	4	93%	93%	40	0	0	100%	40	0	0	40	100%	
8	0	32	40	20%	15	0	0	40	38%	18	0	12	40	45%
40	0	0	40	100%	40	0	0	40	100%	34.5	0	0	40	86%
40	0	0	40	100%	40	0	0	100%	40	0	0	40	100%	
40	0	0	40	100%	40	0	0	40	100%	40	0	0	40	100%
40	0	0	40	100%	42	0	8	40	80%	40	0	0	40	100%
40	0	0	40	100%	40	0	0	105%	45	0	0	40	113%	
39	0	4	40	98%	40	0	0	40	100%	42	0	0	40	100%
40	0	0	40	100%	40	0	0	40	100%	22	0	16	40	55%
40	0	0	40	100%	40	0	0	40	100%	43	0	0	40	108%
699.5	0	61	880	79%	707.5	0	55.5	920	77%	725.75	0	36	920	79%

12 month rolling forecast to predict anticipated headcount – drives recruiting and financial decisions

Headcount Needs	HC Max	Jan	Feb	Mar
		\$ 226,536	\$ 211,771	\$ 232,748
		\$ 226,536.20	\$ 212,770.70	\$ 232,748.96
		\$ -	\$ -	\$ -
		\$ 226,536.20	\$ 212,770.70	\$ 232,748.96
		\$ -	\$ -	\$ -
		\$ 226,536.20	\$ 212,770.70	\$ 232,748.96
		\$ 280,000.00	\$ 286,000.00	\$ 387,000.00
		\$ 226,536.20	\$ 212,770.70	\$ 255,240.00



Contact Us:

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nsata@imgnx.co

ImagineX Consulting is a business and technology consulting firm whose goal is to help our clients transform their businesses by embracing lean delivery techniques and emerging technologies such as cloud, information security, and mobile. Through the use of our experimentation techniques and modern delivery methods, we assist our clients in driving higher quality solutions to market earlier. Our ImagineX culture thrives on entrepreneurship, risk taking, mutual trust, teamwork, encouraging change, and letting our consultants own their way of working.

ImagineX Consulting is headquartered in Ashburn, VA with offices in Atlanta, Charlotte, Raleigh, and Toronto. Our ImagineX CyberSecurity Center is located in Tel Aviv.

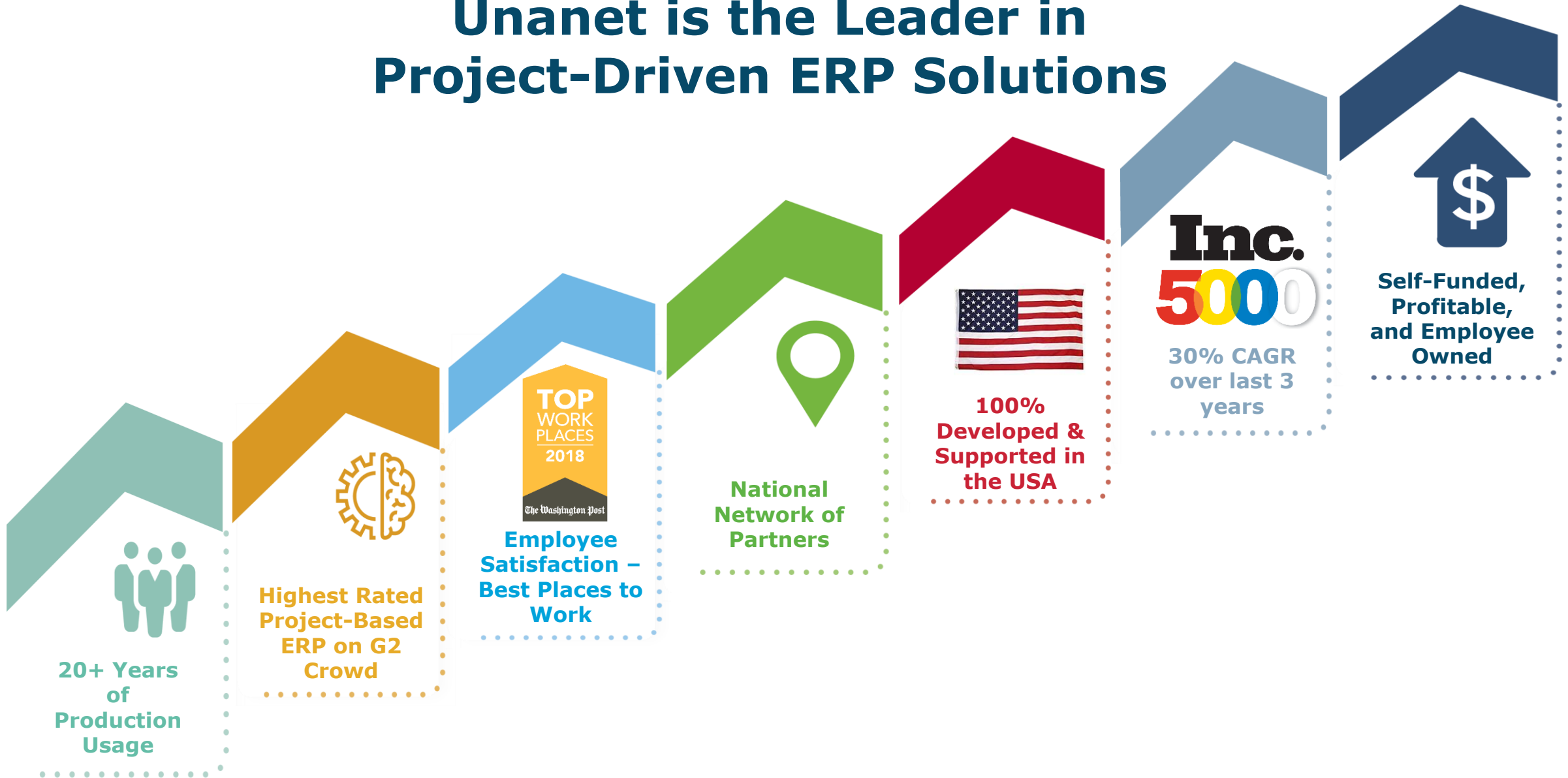


Unanet

Managing to Optimize Profitability: Best Practices in Project Accounting & Resource Management

Chris Craig
President
ccraig@unanet.com

Unanet is the Leader in Project-Driven ERP Solutions



Client Examples

< 50



51 - 250



251 - 1000



> 1000



1,000+ Total Clients

Process for Pipeline, Projects, People & Financials



Planning Processes – Resource Management

People Resource Allocation – MGR06-Resource Allocation

Booked % Color: ● ≤ 50% ● 51% - 100% ● ≥ 101%

Date Range: 5/26/2019 - 8/17/2019

Including Plans Only

Showing Booked Percent

Person Organization: CS-PROC-ENG

PERSON	MAY 26	JUN 02	JUN 09	JUN 16	JUN 23	JUN 30	JUL 07	JUL 14	JUL 21	JUL 28	AUG 04	AUG 11	TOTAL
User, Carmine	106%	112%	112%	112%	112%	77%	77%	77%	77%	80%	84%	84%	92%
User, Caroline	100%	105%	105%	105%	105%	129%	129%	129%	129%	111%	84%	84%	109%
User, Chad	50%	53%	53%	53%	53%	103%	103%	103%	103%	108%	116%	116%	84%
User, Eleanor S.	81%	85%	85%	85%	85%	6%	6%	6%	6%	47%	108%	108%	59%
Totals for CS-PROC-ENG:	84%	89%	89%	89%	89%	79%	79%	79%	79%	86%	98%	98%	86%

Person Organization: CS-TECH-SERV

PERSON	MAY 26	JUN 02	JUN 09	JUN 16	JUN 23	JUN 30	JUL 07	JUL 14	JUL 21	JUL 28	AUG 04	AUG 11	TOTAL
Director, Chris S.	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%
Hourly, Cole	218%	185%	185%	185%	185%	49%	49%	49%	49%	51%	54%	54%	109%
User, Carla	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
User, Charlie	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
User, Charline	125%	131%	131%	131%	131%	96%	96%	96%	96%	98%	101%	101%	111%
User, Clark A.	78%	82%	82%	82%	82%	82%	82%	82%	82%	84%	88%	88%	83%
Totals for CS-TECH-SERV:	70%	69%	69%	69%	69%	49%	49%	49%	49%	50%	51%	51%	58%

Person Organization: DS

PERSON	MAY 26	JUN 02	JUN 09	JUN 16	JUN 23	JUN 30	JUL 07	JUL 14	JUL 21	JUL 28	AUG 04	AUG 11	TOTAL
Director, Darla	53%	55%	55%	55%	55%	139%	139%	139%	139%	203%	298%	298%	136%
Planner, Donna	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
User, David	20%	21%	21%	21%	21%	19%	19%	19%	19%	20%	21%	21%	20%
User, Dustin A.	60%	63%	63%	63%	63%	70%	70%	70%	70%	72%	76%	76%	68%
Totals for DS:	33%	35%	35%	35%	35%	57%	57%	57%	57%	74%	99%	99%	56%
Grand Totals:	63%	64%	64%	64%	64%	60%	60%	60%	60%	68%	80%	80%	66%

People Periodic Forecast

Date Range: 5/26/2019 - 8/17/2019

Including Plans Only

Showing Hours

Using Plans as of: 5/26/2019

Person Organization: Process Engineering

Person: User, Eleanor S.

PROJECT	MAY 26	JUN 02	JUN 09	JUN 16	JUN 23	JUN 30	JUL 07	JUL 14	JUL 21	JUL 28	AUG 04	AUG 11	TOTAL
CUSTOMER-1 10.CONTENT-PRODUCTION / 100%	20.00	21.00	21.00	21.00	21.00	0.00							104.00
CUSTOMER-1 10.STUDY-X / 100%										7.69	19.24	19.24	46.17
CUSTOMER-2 BIG-DATA / 100%										7.69	19.24	19.24	46.17
CUSTOMER-2 PSA-UPGRADE / 50%	10.00	10.50	10.50	10.50	10.50	0.00				0.98	2.46	2.46	57.90
CUSTOMER-2 SPACE-STATION / 25%	2.50	2.62	2.62	2.62	2.62	2.34	2.34	2.34	2.34	2.34	2.34	2.34	29.38
Totals for User, Eleanor S.:	32.50	34.12	34.12	34.12	34.12	2.34	2.34	2.34	2.34	18.71	43.27	43.27	283.62
Totals for Process Engineering:	32.50	34.12	34.12	34.12	34.12	2.34	2.34	2.34	2.34	18.71	43.27	43.27	283.62
Grand Totals:	32.50	34.12	34.12	34.12	34.12	2.34	2.34	2.34	2.34	18.71	43.27	43.27	283.62

Planning Processes – Supply vs Demand

Search **Plan**

[Save Criteria](#)

Plan Set: Planning for active Plan Sets only
Plans for: June 2019 – May 2020 (2080)
Booked % Color: ● ≤ 50% ● 51% - 100% ● ≥ 101%

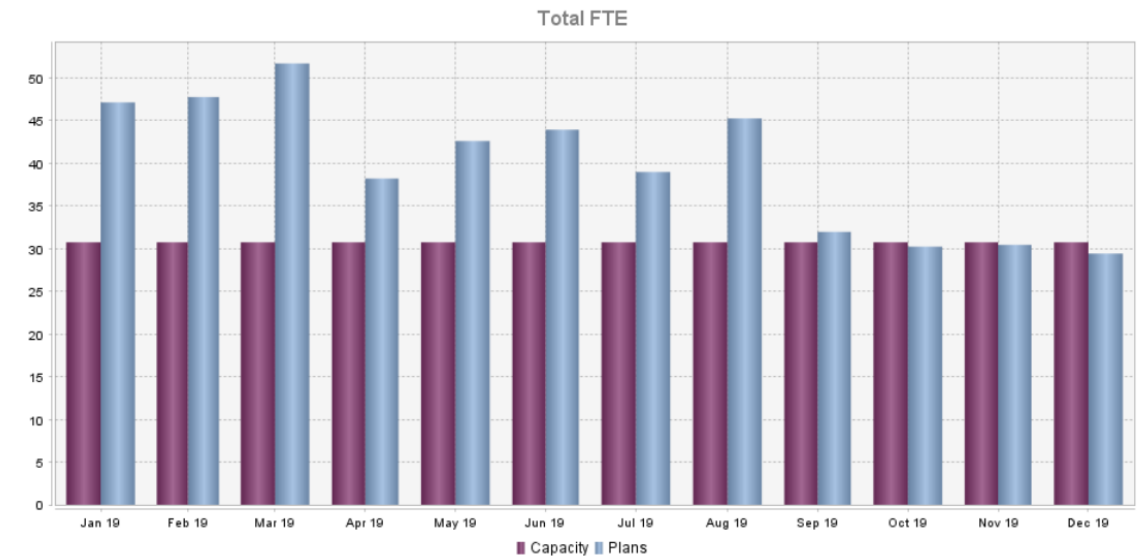
<input type="checkbox"/> PERSON	JUN-19 (160)	JUL-19 (184)	AUG-19 (176)	SEP-19 (168)	OCT-19 (184)	NOV-19 (168)	DEC-19 (176)	JAN-20 (184)	FEB-20 (160)	MAR-20 (176)	APR-20 (176)	MAY-20 (168)	TOTAL (2080)
<input type="checkbox"/> CUSTOMER-1 10.STUDY-X (5/1/2018 – 6/30/2020) (70,000 hrs.)													0
<input type="checkbox"/> Director, Chris S.													0
<input type="checkbox"/> Hourly, Cole	0.52			0.114	0.115					0.271	0.236	0.749	2.005
<input type="checkbox"/> TBD, Business Analyst	0.525							0.51	0.51	0.51	0.487	0.559	3.101
<input type="checkbox"/> TBD, Designer	0.263							0.255		0.255		0.279	1.052
<input type="checkbox"/> TBD, Programmer													0
<input type="checkbox"/> TBD, Project Manager	1.05							1.02	1.02	1.02	0.974	1.117	6.201
<input type="checkbox"/> TBD, Systems Engineer								10.2					10.2
<input type="checkbox"/> TBD, Trainer		0.115	0.125										0.24
<input type="checkbox"/> User, Carla													0
<input type="checkbox"/> User, Carmine	0.53	0.22	0.24	0.219	0.213	0.215	0.215	0.683	0.645	0.768	0.848	0.469	5.265
<input type="checkbox"/> User, Caroline		0.22	0.24	0.219	0.234	0.213	0.213	0.235	0.235				1.809
<input type="checkbox"/> User, Chad		0.44	0.481	0.438	0.432	0.451	0.451	0.408	0.418				3.519
<input type="checkbox"/> User, Charlie													0
<input type="checkbox"/> User, Charline													0
<input type="checkbox"/> User, Clark A.													0
<input type="checkbox"/> User, Eleanor S.			0.481	0.438	0.324	0.234	0.234						1.711
SubTotal:	2.888	0.995	1.567	1.428	1.318	1.113	1.113	13.311	2.828	2.824	2.545	3.173	35.103
Total	2.888	0.995	1.567	1.428	1.318	1.113	1.113	13.311	2.828	2.824	2.545	3.173	35.103

Additional details can be entered for one or many cells by double clicking on a single cell, a row or column heading or the column label in the upper left.
 Number of periods to shift selected items left or right:

[Save](#) [Assign](#) [Shift Left](#) [Shift Right](#)

People Periodic Headcount Chart – Chart03-Headcount Chart

Date Range: 1/1/2019 - 12/31/2019
Showing FTE



Planning Processes – Scenarios & What Ifs

Project Plan Set Comparison – CXO06-Scenario Comparison

 Print Friendly

Date Range: 5/1/2019 - 4/30/2020

Showing % Margin and Margin

Showing the highest version of the selected Plan Set(s)

PROJECT ORG	METRIC	MAY-19	JUN-19	JUL-19	AUG-19	SEP-19	OCT-19	NOV-19	DEC-19	JAN-20	FEB-20	MAR-20	APR-20	TOTAL
Customer 2	Scenario 1	72,854.38 78.04%	66,519.21 73.72%	73,971.73 71.96%	56,833.47 63.03%	43,192.74 65.21%	66,217.29 68.57%	55,641.78 71.51%	62,152.44 68.71%	75,765.56 75.73%	65,882.72 71.42%	68,234.60 77.34%	65,134.90 72.8%	772,400.83 71.68%
	Scenario 2	74,903.82 77.34%	68,392.85 77.34%	69,365.44 69.2%	27,809.16 47.82%	20,227.04 45.04%	29,515.08 52.08%	24,965.77 51.26%	25,935.13 50.96%	81,145.32 75.73%	70,558.60 75.73%	73,082.31 77.34%	69,759.51 77.34%	635,660.03 68.36%
	Scenario 3	43,863.55 77.34%	40,048.61 77.34%	40,622.30 69.2%	16,285.82 47.82%	11,845.21 45.04%	17,284.53 52.08%	14,621.01 51.26%	15,188.88 50.96%	47,521.25 75.73%	41,320.45 75.73%	42,799.19 77.34%	40,853.44 77.34%	372,254.25 68.36%

Project Periodic Forecast – CXO05-Rev Forecast with %

Date Range: 6/1/2019 - 5/31/2020

Including Plans Only

Reporting on Billable Charges

Showing Total Charges

Using Plans as of: 6/1/2019

Project Organization: Customer 1

PROJECT	JUN-19	JUL-19	AUG-19	SEP-19	OCT-19	NOV-19	DEC-19	JAN-20	FEB-20	MAR-20	APR-20	MAY-20	TOTAL
10.10.7011.102 / 100%	47,952.51	50,122.48	39,719.17	34,673.58	38,440.88	21,741.21	22,656.10	53,248.36	46,416.27	50,938.60	48,758.97	53,199.55	507,867.68
10.CONTENT-PRODUCTION / 100%	20,291.49	6,969.62	8,667.34	23,670.30	21,473.62	13,725.92	15,261.33	36,521.23	32,791.29	35,085.68	21,293.83	22,069.55	257,821.18
10.HEALTH-IT / 100%	187,994.81	185,518.37	238,041.94	195,471.25	169,783.00	169,890.40	167,591.14	248,202.55	208,980.16	208,878.45	216,806.10	216,702.55	2,413,860.72
10.STUDY-X / 100%	60,085.99	20,476.84	26,921.90	23,410.35	24,349.10	19,457.18	20,384.53	366,860.33	61,010.40	66,397.82	61,258.76	67,973.74	818,586.94
Totals for Customer 1:	316,324.80	263,087.31	313,350.35	277,225.47	254,046.61	224,814.70	225,893.10	704,832.47	349,198.12	361,300.54	348,117.66	359,945.38	3,998,136.52

Project Organization: Customer 2

PROJECT	JUN-19	JUL-19	AUG-19	SEP-19	OCT-19	NOV-19	DEC-19	JAN-20	FEB-20	MAR-20	APR-20	MAY-20	TOTAL
10.10.2345.777 / 50%	15,839.91	21,451.45	24,615.52	17,130.40	11,266.40	12,129.85	12,446.81	18,083.46	15,759.27	17,195.67	16,886.27	19,826.62	202,631.62
BIG-DATA / 100%	90,232.70	102,802.04	90,164.87	66,239.02	96,570.22	77,809.44	90,453.43	100,050.10	92,249.67	88,231.19	89,473.22	92,242.82	1,076,518.70
ERP-UPGRADE / 25%	1,537.64	1,557.84	1,540.88	1,981.20	1,453.94	1,976.88	1,550.60	2,789.14	1,741.80	2,737.58	1,175.88	2,697.88	22,741.26
MARS-MISSION / 25%	23,607.78	19,891.96	20,796.14	13,314.40	23,361.56	20,361.44	19,435.92	19,289.28	29,429.45	32,372.39	18,972.12	26,373.26	267,205.71
MARS-MISSION-RECOMPETE / 25%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
PSA-UPGRADE / 50%	73,611.90	88,286.42	89,245.79	55,542.21	31,764.92	29,099.31	29,953.50	82,123.19	74,970.20	96,305.41	91,853.80	89,394.71	832,151.36
PSA-UPGRADE-FOLLOW-ON / 50%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
SPACE-STATION / 25%	28,863.30	27,653.07	28,220.79	17,551.68	22,908.62	22,159.60	21,648.12	27,933.93	18,631.05	20,660.36	13,136.66	17,086.96	266,454.14
SPACE-STATION-RECOMPETE / 75%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Totals for Customer 2:	233,693.23	261,642.79	254,583.99	171,758.90	187,325.65	163,536.52	175,488.38	250,269.11	232,781.44	257,502.60	231,497.95	247,622.25	2,667,702.80
Grand Totals:	550,018.02	524,730.09	567,934.34	448,984.37	441,372.26	388,351.23	401,381.48	955,101.58	581,979.56	618,803.14	579,615.61	607,567.64	6,665,839.32

Monitor – Gross & Net Margin

Run Date: 5/20/2019

Cost Report Name: Margin Summary

Current Period: BOT - EOT

Using Provisional Rates

Actuals

Including Adjustments using Worked Date within range

Including Pending Adjustments

Including Expenses using Expense Report Completion Date within range

Project Owning Organization: CS

PROJECT	BILLING TYPE		GROSS REVENUE	ADJUSTMENTS	NET REVENUE	DIRECT LABOR	ODCS	GROSS MARGIN	INDIRECT COSTS	NET MARGIN	GROSS MARGIN %	NET MARGIN %
CUSTOMER-1 10.10.7011.102	CP	Actuals	1,065,608.14	0.00	1,065,608.14	304,508.37	378,061.35	383,038.42	270,825.60	112,212.82	35.95%	10.53%
CUSTOMER-1 10.STUDY-X	FP	Actuals	2,742,500.00	0.00	2,742,500.00	117,376.14	57.20	2,625,066.66	128,527.21	2,496,539.45	95.72%	91.03%
CUSTOMER-2 ERP-UPGRADE	CP	Actuals	68,939.82	0.00	68,939.82	17,224.99	38,311.25	13,403.58	14,427.78	(1,024.20)	19.44%	-1.49%
CUSTOMER-2 PSA-UPGRADE	TM	Actuals	176,294.96	0.00	176,294.96	127,614.18	0.00	48,680.78	81,522.21	(32,841.43)	27.61%	-18.63%
CUSTOMER-2 SPACE-STATION	TM	Actuals	2,680,828.77	0.00	2,680,828.77	1,545,273.18	4,295.00	1,131,260.59	1,566,073.80	(434,813.21)	42.20%	-16.22%
Totals for CS: Actuals			6,734,171.69	0.00	6,734,171.69	2,111,996.86	420,724.80	4,201,450.03	2,061,376.61	2,140,073.42	62.39%	31.78%

Project Owning Organization: DS

PROJECT	BILLING TYPE		GROSS REVENUE	ADJUSTMENTS	NET REVENUE	DIRECT LABOR	ODCS	GROSS MARGIN	INDIRECT COSTS	NET MARGIN	GROSS MARGIN %	NET MARGIN %
CUSTOMER-1 10.CONTENT-PRODUCTION	TM	Actuals	689,632.93	0.00	689,632.93	391,889.93	23,675.62	274,067.38	248,166.81	25,900.57	39.74%	3.76%
CUSTOMER-2 BIG-DATA	TM	Actuals	1,202,316.77	0.00	1,202,316.77	432,532.61	74,329.82	695,454.34	446,653.18	248,801.16	57.84%	20.69%
Totals for DS: Actuals			1,891,949.70	0.00	1,891,949.70	824,422.54	98,005.44	969,521.72	694,819.99	274,701.73	51.24%	14.52%
Grand Totals: Actuals			8,626,121.39	0.00	8,626,121.39	2,936,419.40	518,730.24	5,170,971.75	2,756,196.60	2,414,775.15	59.95%	27.99%

Monitor – Project Accounting & Indirect Costs

Run Date: 5/20/2019
 Cost Report Name: Default JSR
 Current Period: BOT - EOT
 Using Provisional Rates
 Actuals
 Including Adjustments using Worked Date within range
 Including Pending Adjustments
 Including Expenses using Expense Report Completion Date within range

Project Owning Organization: CS

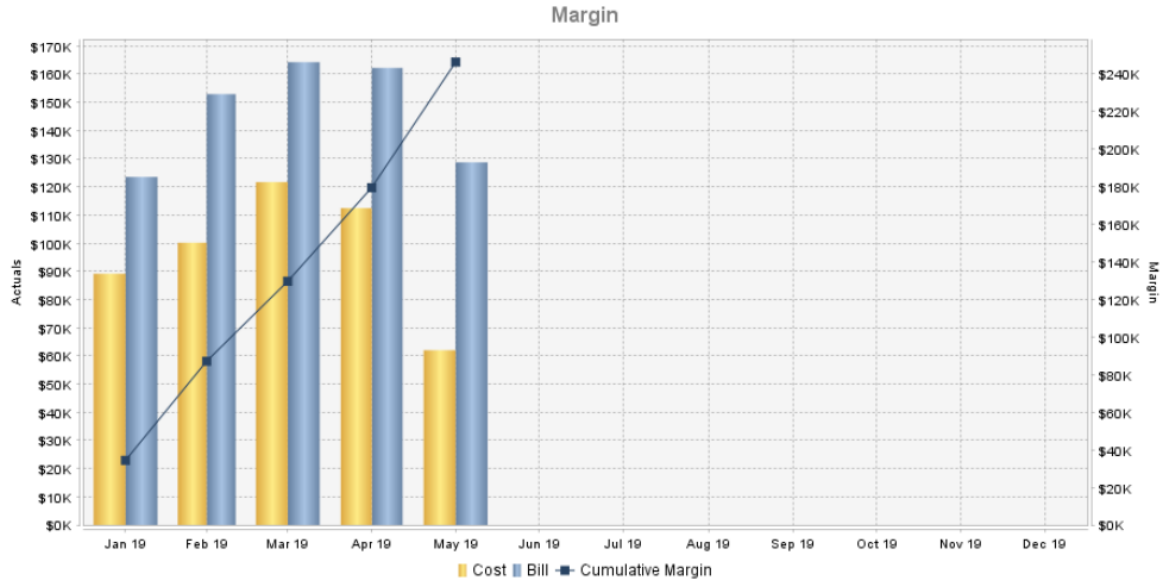
PROJECT	BILLING TYPE		DIRECT LABOR	SUBCONTRACTOR LABOR	LABOR TOTAL	TOTAL HOURS WORKED	AVERAGE LABOR RATE	MATERIALS	TRAVEL	SUBCONTRACTOR	OTHER	TOTAL ODC	FRINGE	OVERHEAD	G&A	TOTAL INDIRECT	TOTAL PROJECT COST	TOTAL REVENUE	NET MARGIN (FEE)	PROFIT %
CUSTOMER-1 10.10.7011.102	CP	Actuals	294,508.37	10,000.00	304,508.37	4,504.60	67.60	152,272.00	195,070.27	27,750.00	1,469.08	376,561.35	99,044.04	72,095.99	99,685.57	270,825.60	951,895.32	1,065,608.14	113,712.82	10.67%
CUSTOMER-1 10.STUDY-X	FP	Actuals	117,376.14	0.00	117,376.14	1,680.00	69.87	0.00	57.20	0.00	0.00	57.20	39,456.97	63,924.60	25,145.65	128,527.21	245,960.55	2,742,500.00	2,496,539.45	91.03%
CUSTOMER-2 ERP-UPGRADE	CP	Actuals	17,224.99	0.00	17,224.99	434.40	39.65	12,308.00	14,762.25	2,340.00	1,023.00	30,433.25	6,341.95	1,731.01	6,354.82	14,427.78	62,086.02	68,939.82	6,853.80	9.94%
CUSTOMER-2 PSA-UPGRADE	TM	Actuals	127,614.18	0.00	127,614.18	1,580.00	80.77	0.00	0.00	0.00	0.00	0.00	44,210.06	15,088.95	22,223.20	81,522.21	209,136.39	176,294.96	(32,841.43)	-18.63%
CUSTOMER-2 SPACE-STATION	TM	Actuals	1,545,273.18	0.00	1,545,273.18	12,451.80	124.10	3,807.50	210.00	0.00	277.50	4,295.00	522,779.99	720,358.27	322,935.54	1,566,073.80	3,115,641.98	2,680,828.77	(434,813.21)	-16.22%
Totals for CS: Actuals			2,101,996.86	10,000.00	2,111,996.86	20,650.80	102.27	168,387.50	210,099.72	30,090.00	2,769.58	411,346.80	711,833.01	873,198.82	476,344.78	2,061,376.61	4,584,720.27	6,734,171.69	2,149,451.42	31.92%

Project Owning Organization: DS

PROJECT	BILLING TYPE		DIRECT LABOR	SUBCONTRACTOR LABOR	LABOR TOTAL	TOTAL HOURS WORKED	AVERAGE LABOR RATE	MATERIALS	TRAVEL	SUBCONTRACTOR	OTHER	TOTAL ODC	FRINGE	OVERHEAD	G&A	TOTAL INDIRECT	TOTAL PROJECT COST	TOTAL REVENUE	NET MARGIN (FEE)	PROFIT %
CUSTOMER-1 10.CONTENT-PRODUCTION	TM	Actuals	391,889.93	0.00	391,889.93	5,625.20	69.67	0.00	20,425.62	0.00	1,000.00	21,425.62	135,987.78	42,418.49	69,760.54	248,166.81	661,482.36	689,632.93	28,150.57	4.08%
CUSTOMER-2 BIG-DATA	TM	Actuals	402,932.61	29,600.00	432,532.61	5,614.00	77.05	1,040.00	58,489.82	13,500.00	1,000.00	74,029.82	139,250.36	206,846.11	100,556.71	446,653.18	953,215.61	1,202,316.77	249,101.16	20.72%
Totals for DS: Actuals			794,822.54	29,600.00	824,422.54	11,239.20	73.35	1,040.00	78,915.44	13,500.00	2,000.00	95,455.44	275,238.14	249,264.60	170,317.25	694,819.99	1,614,697.97	1,891,949.70	277,251.73	14.65%
Grand Totals: Actuals			2,896,819.40	39,600.00	2,936,419.40	31,890.00	92.08	169,427.50	289,015.16	43,590.00	4,769.58	506,802.24	987,071.15	1,122,463.42	646,662.03	2,756,196.60	6,199,418.24	8,626,121.39	2,426,703.15	28.13%

Monitor – Margin Analysis

Date Range: 1/1/2019 - 12/31/2019
Including Expenses using Expense Report Completion Date within range



Project Margin (T&E)

Date Range: 1/1/2019 - 5/31/2019
Including Expenses using Expense Report Completion Date within range

Project Organization: Customer 1

Project: 10.10.7011.102

PERSON	HOURS	BILL		COST		MARGIN				TOTAL \$	TOTAL %
		TIME \$	EXPENSE \$	TIME \$	EXPENSE \$	TIME \$	TIME %	EXPENSE \$	EXPENSE %		
Controller, Frank T.	0	0	1,824	0	1,824	0	—	0	0%	0	0%
Director, Chris S.	72	10,559.52	0	6,565.78	0	3,993.74	37.82%	0	—	3,993.74	37.82%
User, Charlie	206	33,605	22,753	7,159.75	23,040	26,445.25	78.69%	(287)	-1.26%	26,158.25	46.41%
User, Clark A.	72	10,607.2	0	13,060.4	0	(2,453.2)	-23.13%	0	—	(2,453.2)	-23.13%
Vendor_1, Jack	40	6,524	0	10,000	0	(3,476)	-53.28%	0	—	(3,476)	-53.28%
Washington, George	72	11,743.2	0	6,942.2	0	4,801	40.88%	0	—	4,801	40.88%
Totals for 10.10.7011.102:	462	73,038.92	24,577	43,728.13	24,864	29,310.79	40.13%	(287)	-1.17%	29,023.79	29.73%

Project: 10.CONTENT-PRODUCTION

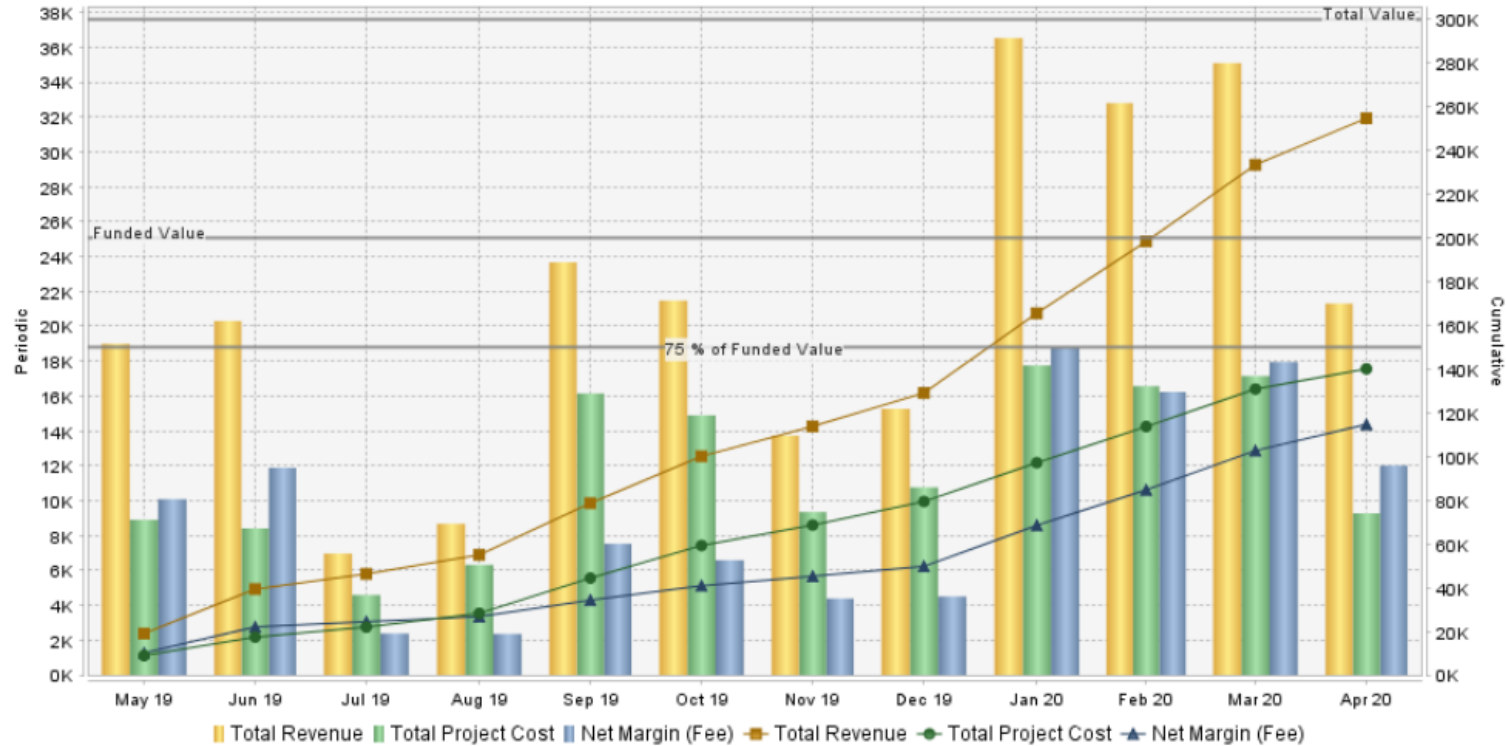
PERSON	HOURS	BILL		COST		MARGIN				TOTAL \$	TOTAL %
		TIME \$	EXPENSE \$	TIME \$	EXPENSE \$	TIME \$	TIME %	EXPENSE \$	EXPENSE %		
User, Carla	189	16,650	0	6,813.45	0	9,836.55	59.08%	0	—	9,836.55	59.08%
User, Chad	225	25,875	0	31,347.13	0	(5,472.13)	-21.15%	0	—	(5,472.13)	-21.15%
User, Charlie	110.8	14,698.73	0	3,808.39	0	10,890.34	74.09%	0	—	10,890.34	74.09%
User, Charline	0	0	4,204.65	0	4,355.55	0	—	(150.9)	-3.59%	(150.9)	-3.59%
User, Clark A.	90	13,259	0	16,325.51	0	(3,066.51)	-23.13%	0	—	(3,066.51)	-23.13%
Washington, George	144	11,232	81.36	13,884.41	81.36	(2,652.41)	-23.61%	0	0%	(2,652.41)	-23.44%
Totals for 10.CONTENT-PRODUCTION:	758.8	81,714.73	4,286.01	72,178.89	4,436.91	9,535.84	11.67%	(150.9)	-3.52%	9,384.94	10.91%

Project: 10.HEALTH-IT

PERSON	HOURS	BILL		COST		MARGIN				TOTAL \$	TOTAL %
		TIME \$	EXPENSE \$	TIME \$	EXPENSE \$	TIME \$	TIME %	EXPENSE \$	EXPENSE %		
Washington, George	0	0	2,054.24	0	2,054.24	0	—	0	0%	0	0%

Monitor – (Actuals + Plans) vs Budget

Including Actuals* and Plans+
Reporting on Active Plan Sets
Using Provisional Rates
Using Actuals through: 5/20/2019
Using Plans as of: 5/21/2019



Questions? Ask now!



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