Deltek

Deltek Maconomy® 2.5.2

Solution for Professional Services Organizations

Using the PSO Solution to Manage and Optimize Your Company

December 18, 2020

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Contents

Overview 1
Your Solution Scope 1
Document Structure 2
Managing a Professional Service Organization 3
Key Performance Indicators Leading to Success 3
Focus on Clients 3
Focus on People 4
Focus on Projects 4
Focus on Financial Transparency 4
Roles in a Professional Services Organization 6
Role Setup 6
To Dos and Alerts 6
Access Setup 6
Typical Standard Roles 7
A Business Model for Financial Transparency 10
Keys to Success 10
Dimensions 10
Derived Dimensions (Automated Postings) 11
Reporting Structure Specific to Professional Services Organizations 12
Organization — Internal Perspective 13
Organization — Legal 13
Project Structure 14
Control Units for the Project 14
Customers 15
Financial Model Overview 16
Prices 16
Revenue Recognition 17
Revenue Recognition – Time & Materials 17
Revenue Recognition — Fixed Price 18
Revenue Recognition — Subscription 18
Improving Project Management 19
Keys to Success 19
One Project Workspace for Project Control 19

Project Creation 21
Project Budgeting — Set a Baseline Budget 22
Project Staffing and Planning (People Planner Add-On) 23
Control Costs — Project Execution 24
Step 1 — Control Purchases 24
Step 2 — Control Hours 25
Progress Control — Evaluating Progress and ETC 25
Project Re-Staffing — Foundation for ETC 25
From Order to Cash — Improve Billability and Cash Flow 28
Keys to Success 28
Time Entry 29
Expense Entry 30
Project and Time Sheet Approval 30
External Costs for Approval 31
Project Invoicing 31
Cash Collection 33
Credit Control 34
Managing Small Jobs — Improving Billability and Cash Flow 35
Keys to Success 35
Work Orders in the Solution 35
Improving Utilization — Deltek People Planner (Add-On) 37
Keys to Success 37
Overview of People Planner 37
Project Planning and Staffing 38
Resource Management — Short-Term Planning and Optimization 39
Revenue Forecasting Based on Resource Plans 41
MyPlan 41
Win New Business and Manage Clients — CRM (Add-On) 43
Keys to Success 43
Customer Relationship Management (CRM) 43
Fact-Based Decisions — Reporting 44
Keys to Success 44
BPM 44
Standard Reports — Project Management (BPM) 45
Standard Reports — Department Management (BPM) 46
Standard Finance Reports (BPM) 46

Analyzer 48
Reporting in People Planner – Resource Management (Add-On) 49
Finance and Back-Office Processes 52
Introduction 52
Accounts Receivable 52
Accounts Payable 52
General Ledger 53
Finance Budgeting 53
Fixed Assets 54
Banking 55
Configuration and Extension Options 56
Introduction 56
Configuration Setup 56
Extensions 58

Overview

This document describes the Deltek Maconomy solution for Professional Services Organizations (PSO Solution) released with Maconomy. This solution is used primarily in professional services industries, such as management and IT consultancies, engineering, ad agencies, and PR firms.

It benefits your company if:

- You are project-based, with an objective to manage numerous projects either for profit or not-for-profit.
- Your greatest assets are your employees. You purchase their services at a considerable rate and sell the services for even higher.
- You have a set of roles with different responsibilities, such as Consultants (employees), Project Managers, Resource Managers, Partners, or Senior Managers.
- You manage your business as a single entity or as multiple companies, possibly in multiple geographical locations.

Your Solution Scope

The standard PSO Solution consists of a set of modules. The core of the solution is Finance integrated with Project Management and accompanied by a strong reporting suite (BPM). This is known as the *core Maconomy solution*. You can extend this core solution with a number of add-ons, which are integrated into your core Maconomy solution. This solution description includes four add-ons:

- **Maconomy People Planner** — Graphical project/resource planning and management solution.

  See Improving Utilization — Deltek People Planner (Add-On) for details.
- **Deltek Talent Management** — A cloud based talent management system for recruiting and developing your employees.
- **Maconomy CRM** — A Maconomy module delivering basic capabilities for relationship and pipeline management tightly integrated to Maconomy.
- **Deltek CRM** — A cloud CRM solution integrated to Maconomy delivering support for relationship and pipeline management in an advanced user interface.

  See Win New Business and Manage Clients — CRM (Add-On).

Additionally, a number of items can be configured in the solution. These are described in Configuration and Extension Options.

The PSO Solution comes with three different Maconomy user interfaces:

- **The Workspace Client** is a rich client providing the user with all the standard Maconomy functionality in a user-friendly interface designed for the advanced user with data intensive tasks.
- **iAccess** is the browser-based interface to Maconomy supporting the slightly less advanced user doing his daily tasks on a laptop or tablet.
- **Touch** is the smart phone app that supports the mobile user doing his simple daily tasks on the road.

The three user interfaces are designed to match the diverse needs of the role and hence not all Maconomy functionality is available in each user interface.

Document Structure

This document contains a detailed description of the basic business model that the PSO Solution supports. It also describes all key business processes that the solution supports. Some of the processes are categorized as “add-ons,” which means that they depend on the scope of your Maconomy purchase.

This solution description can serve as a business-oriented guide to how you should use Maconomy to optimize your business processes.

This document includes the following topics:

- **Managing a PSO** — How the solution adds value in your organization.
- **Organizational Roles** — The solution is delivered with preconfigured roles to support the processes and responsibilities within a Professional Services Organization.
- **Financial Transparency** — How the financial model is set up, including core principles like dimensions and revenue recognition principles.
- **Project Management** — How the solution enables you to improve project management.
- **From Order to Cash** — How the solution supports the process from order creation to cash collection.
- **Managing Small Jobs** — How the solution supports optimization and management of small jobs.
- **Improve Utilization** — How the solution provides you with a complete resource overview to improve utilization.
- **Winning New Business** — How the solution supports your efforts to manage client information and control your pipeline.
- **Fact-based Decisions** — Reporting facilities in the solution provide you with real-time information that enables you to make decisions based on facts.
- **Finance** — The back-office solution covers all aspects of Finance; General Ledger, Accounts Receivable, Accounts Payable, Fixed Assets, and Finance Budgeting.
- **Configuration** — A list of configuration and extension options for the solution.

Managing a Professional Service Organization

Running a successful business and increasing profits is essential for all Professional Service Organizations. This section outlines some of the Key Success Factors that provide a crucial foundation for reaching these results. The ERP solution provides you with core financial processes, as well as a solution that enables you to run a profitable business.

The following sections present a number of recommendations and initiatives that have helped other Professional Services Organizations to achieve those Key Success Factors.

Key Performance Indicators Leading to Success

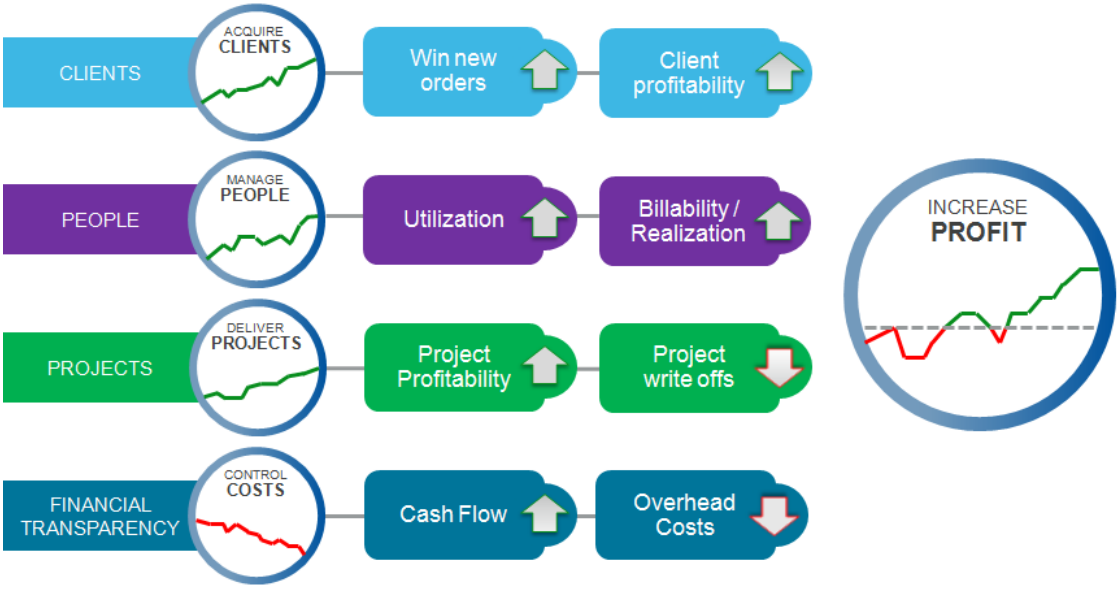
To understand the ways in which you can increase profitability, look at the Key Performance Indicators (KPIs) by which a Professional Services business measures performance and success.

The central success criteria in any PSO are:

- The clients you have
- The people who execute your services
- The projects your people deliver

The Key Performance Indicators are centered on these areas. In addition, you need financial transparency across all of three areas to ensure success.

There are other criteria that are relevant, but these four are central to this solution offering, because these are the areas in which Maconomy has helped other clients achieve their goals. In the following figure, you can see how these four success criteria align with the most important KPIs of a Professional Services Organization.



Focus on Clients

The first important KPI in terms of managing the top line is to ensure a steady stream of new order wins, both from existing clients as well as new clients. You achieve this by setting a strong focus on pipeline

management. Underneath this, you need to initiate many different initiatives to grow the pipeline, but Maconomy ensures that you can stay on top of your pipeline.

Another important KPI is client profitability; that is, know which of your clients are profitable, and which are not. You need cross-company transparency of your client engagements to ensure profitability.

Focus on People

The most important asset in any PSO is people. Traditionally, KPIs measure your success at assigning people to billable projects. In most companies, the focus is on actual utilization, but in our experience, the focus is also on planned utilization, since this allows you to be proactive and adjust to performance. You achieve this through corporate resource overviews.

Another important KPI for people optimization is to ensure that you bill as many hours as possible at the highest possible rate, which is realization.

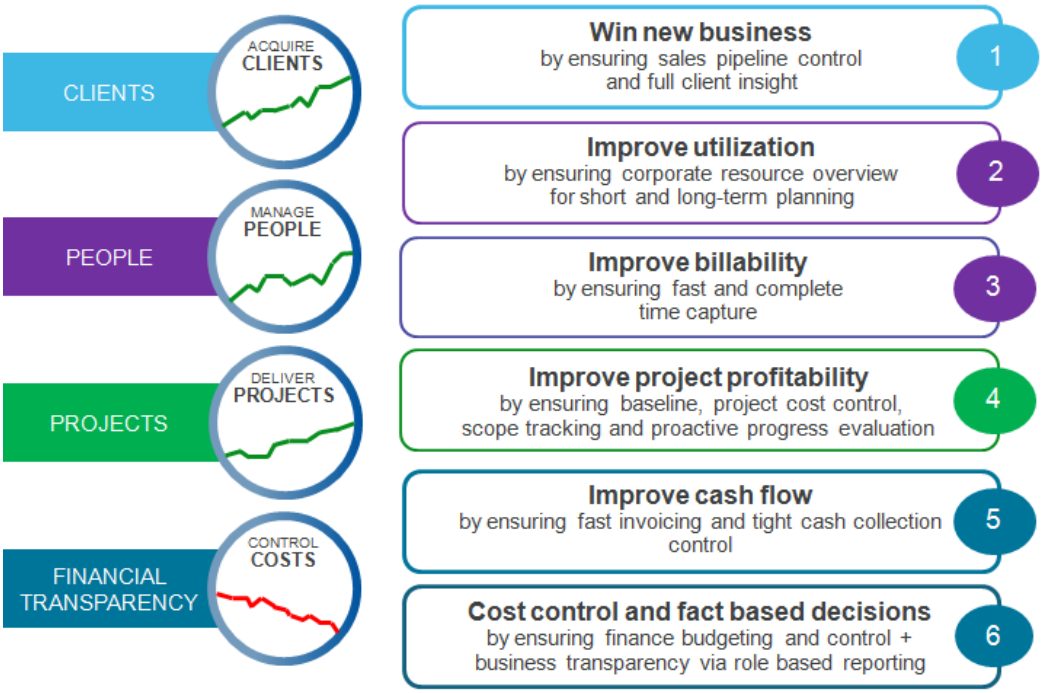
Focus on Projects

Profitable projects are the cornerstone of a PSO. Project profitability expresses the margin on the projects and is extremely important on fixed-price projects, where project overruns compared to baseline hits the bottom-line directly, and where project write-offs express billable hours that are written off and not invoiced to the client—again resulting in loss for the company.

Focus on Financial Transparency

Financial transparency is about ensuring that you have a complete overview of corporate financial processes and are in control of your cash position, which is expressed by your cash flow. You must also be in full control of your overhead costs, which are expressed and controlled by your finance budget compared to actual.

To meet increased performance within the selected KPIs, this solution centers around areas that can help you improve these KPIs; that, is Key Success Factors.



Each of the key success factors is related to certain parts of the solution delivery. This means that "improve project profitability" is closely related to the way you manage your project workflows, while "improve utilization" is related to resource management and the People Planner solution.

Note: See Improving Project Management and Improving Utilization — Deltek People Planner (Add-On).

"Enable fact-based decisions" is about getting the right business information model in place (called *dimensions*), and ensuring that the reporting solution (BPM) gives you the proper foundation for making the right strategic decisions at the executive level.

It is important that your objectives (key success factors) are clear before you implement your Maconomy solution.

Each of the following topics begins with a section called "Keys to Success." This is our suggestion of what you need to do to improve within the area, and thereby achieve your underlying KPIs (shown in the figure in "Key Performance Indicators Leading to Success").

Roles in a Professional Services Organization

Role Setup

The PSO Solution is delivered with a set of preconfigured roles. The roles determine user access to functionality and business processes.

The roles are fully configurable and you maintain them after the implementation.

When creating an employee, assign the employee to a role. The employee gains access to the functionality specified for that role, including a predefined menu that reflects the access to functionality and processes.

Not all roles may be relevant for all companies. You can remove or add roles as part of the implementation.

Some users may have several roles in a PSO, as often is the case in large organizations or in shared services centers. In this case, a user can be configured with multiple roles, each with different access rights, and only one password thereby enabling the user to easily switch between roles.

The Roles in a Professional Services Organization topic describes the roles as identified in a standard setup.

To Dos and Alerts

The Workspace Client includes a To-Do menu that displays notifications to users. A To Do could be a reminder to the employee that he or she needs to submit a time sheet. This means that information is automatically pushed to the employee, eliminating the need for manual searches. The notifications can also be distributed as email, using Maconomy Email Alerts. A large number of notifications are delivered with the PSO Solution and assigned to the preconfigured roles.

Access Setup

While the PSO solution is role-based, providing users with tailored menus, the solution also enables you to configure access levels by restricting the data to which each person has access.

For instance, a particular access level might only allow users to see and access data for a certain project or company.

For additional information on the People Planner integration user access setup, see the People Planner section in the *Deltek Maconomy System Admin Guide*.

Typical Standard Roles

Note: All roles start with a platform of Employee role capabilities. The following table describes the additional capabilities.

Role in Maconomy	Description	Responsibilities
Employee	Employees use the system to enter their time and expenses incurred working on given projects.	Employees must submit time sheets and expense entries in accordance with company policy. Therefore, the Employee can: ▪ Create and submit time and expense sheets, requisitions, and purchase orders ▪ View assignments on projects and To Dos ▪ Request absence
Project Manager	A Project Manager manages given projects on a daily basis. A Project Manager may be responsible for one or more projects within the company. The project is handed over to the Project Manager from the Sales Department. Subsequently, the Project Manager handles the project from creation to delivery. During the project execution phase the Project Manager creates project budgets and plans, attends project meetings with customers, and attends internal meetings with the project team. In addition, the Project Manager controls project costs as well as the employees who are assigned to the project.	Project Managers are responsible for delivering the project on time with appropriate quality and price. Therefore, the Project Manager can: ▪ Create projects ▪ Create, submit, and approve budgets ▪ Plan the project ▪ Approve time and expense entries on the projects for which they are the Project Manager ▪ Determine the progress of the projects for which they are responsible ▪ Create, submit, approve, and print invoices ▪ Run Project Manager reports
Project Administrator	The Project Administrator supports the Project Managers in the daily administrative tasks. The Project Administrator is typically a more system-oriented person who has access to more complex tasks.	The Project Administrator is responsible for the administrative tasks related to projects. Therefore, the Project Administrator can: ▪ Perform the same activities as the Project Manager

Role in Maconomy	Description	Responsibilities
		▪ Follow up on project details ▪ Perform project accruals, revenue recognition, project reallocations, and batch invoicing
Department Manager	The Department Manager is the person whom the employees see as their daily manager in relation to personnel issues. This person takes care of assigning resources to projects in the company and is responsible for the daily management of the department. The Department Manager uses the system for reporting and to approve time and expense sheets for the employees in the department.	The Department Manager manages the department on a daily basis with full responsibility for the department's P&L. In addition, it is the Department Manager's responsibility to manage the employees in the department. The Department Manager is also responsible for monthly reporting to the Finance Department. Therefore, the Department Manager has access to: ▪ Approve time and expenses for the employees in their department ▪ Approve absence requests ▪ Run Department Manager overview reports as well as customer and project reports for the projects in the department ▪ The recruitment processes for the department ▪ Manage resource plans (if People Planner is included as an add-on)
Account Manager	Account Managers generate new sales/business for the company. They meet with potential customers, demonstrating new products and services in order to create more sales and revenue for the company. The Account Manager conducts sales presentations and workshops together with other staff. During the sales phase, the Account Manager controls the sales phases.	The Account Manager is responsible for generating leads as well as creating proposals for and contracts with existing and new customers. Therefore, the Account Manager has access to: ▪ The Full CRM system (the CRM system is an add-on to the solution) See *Win New Business and Manage Clients — CRM (Add-On).*
Controller	Within the Finance and Accounting Department there may be various roles in which one person is responsible for A/R and another for A/P, and so on. In general, though,	The responsibility of the Controller role covers controlling daily postings and reporting on the financial statement of the company, including budgeting, tax settlements, and tax reporting.

Role in Maconomy	Description	Responsibilities
	they execute the back-office function of the Finance Department. The Controller role is responsible for analyzing the individual projects and department results and providing financial advice to managers based on this analysis. The Controller also follows up on projects and assists in estimating new projects.	The Finance and Accounting Department ensures that monthly deadlines are met in terms of invoicing, budgeting, and reporting. Therefore, the Controller has access to: ▪ General Ledger ▪ Financial Budgeting ▪ A/R ▪ A/P ▪ Banking ▪ Fixed Assets ▪ Projects ▪ Sales Orders ▪ Subscription Orders

A Business Model for Financial Transparency

Keys to Success

The core business model of your ERP solution is the basis for ensuring a correct implementation. Your ERP Solution must reflect the way you run and measure your business; otherwise, you have lost the foundation for control.

In the following table, we have identified some of the key areas that you should focus on when you align your business model to a new ERP solution. You should understand that the consequences of what you do within the areas described here are directly reflected in your abilities to extract the right reports, as is described in the *Reporting* section.

Area	What To Do
1. Determine your registration model	Make sure you define the KPI framework and the reports that you need to manage your business. This is then reflected in your registration model.
2. Determine principles for pricing	Define a model for pricing that secures free movement of resources across entities, limits the idea of protection, and allows for good pricing towards customers.
3. Determine principles for revenue recognition	The principles for revenue recognition reflect how accurate your monthly books will be, and are therefore crucial for the quality of your reporting.

Dimensions

The basic financial entry model and the organizational structure in the solution are defined by the use of entry dimensions. You add dimensions to any transaction across modules. The dimensions therefore help ensure that the right data can be extracted in Maconomy business reports.

The Maconomy solution has 24 generic dimensions and an additional 6 entry dimensions: Project, Customer, Vendor, Employee, Activity, and Task. You can track these items in the General Ledger module, and in the currently active module (such as Project Cost, A/P, or A/R).

The following dimensions are preconfigured in the PSO Solution.

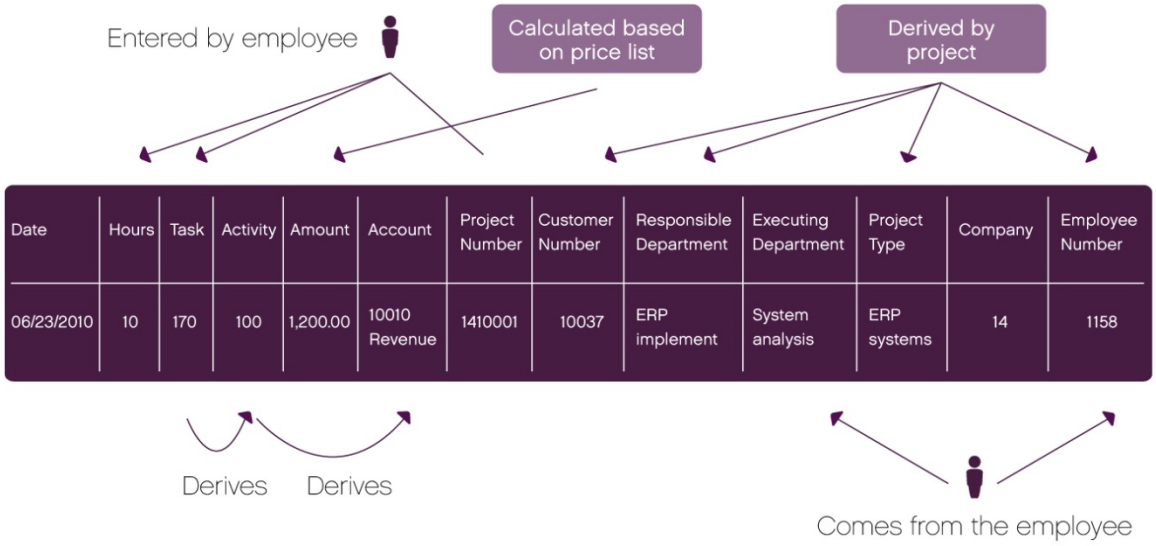
Dimension	Description
Company	The parent company (you can set up the solution with multiple companies).
Responsible Department	The department that is responsible for the project.
Executing Department	The department to which an employee belongs.
Project Type	The type of the project. The project type could be “Implementation of ERP system” or “Hardware installation” in the case of an IT consulting company.

Dimension	Description
Business Area	The business area within which the customer operates. You can assign to each customer a specific business area that reflects the line of business, such as Consulting, Advertising, Shipping, or Audit.
Account	The Chart of Accounts is the primary entry unit in the finance system.
Project	Any internal or external project on which time and costs can be entered.
Customer	The customer that is invoiced.
Vendor	Any third party from which external goods or services are purchased.
Employee	An employee in the company.
Task	The lowest entry level in the project cost system.
Activity	The link between the project cost system and the finance system. The activity is derived from the task. For each activity, you set up a set of posting references, deriving account postings in the finance system.

Derived Dimensions (Automated Postings)

To ensure that every transaction is stamped with the right dimension data, the solution includes dimension derivation.

The following figure shows that when completing a time sheet, an employee selects a project (the project associated with the work) and a task (to indicate what kind of work has been done), and enters a number of hours.



The solution automatically derives an activity from the task. This contains the set of posting references that indicates where it should be posted in the chart of accounts, and thereby in G/L.

The department to which the project belongs, the customer, and the project type are derived from the project that the employee selected and indicated on all transactions.

Finally, the employee who enters information on the project belongs to an executing department and has an employee number, which is also indicated on the transaction.

This means the actual entry is very simple. However, the entry initiates a complex series of entries in the solution, providing advantages and flexibility for subsequent reporting.

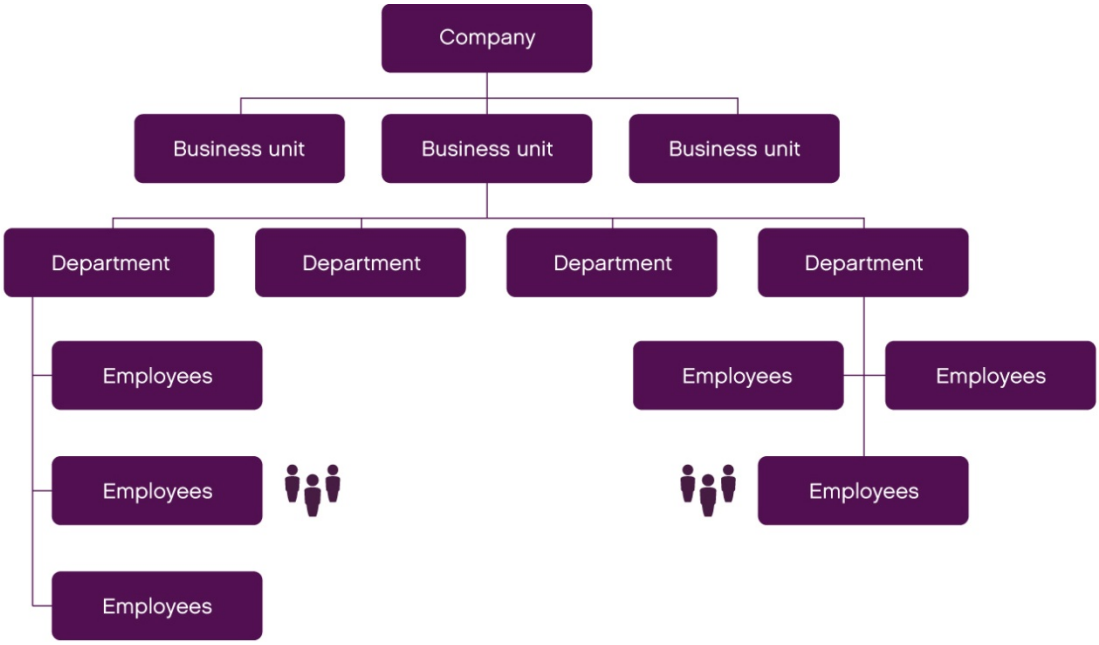
Reporting Structure Specific to Professional Services Organizations

To understand the structure of the PSO Solution and how to access data for different kinds of business reporting and control, you can view an organization from the following perspectives:

- Organizational perspective (People)
- Project perspective
- Customer perspective

Organization — Internal Perspective

The solution is set up with a default internal organization structure as shown in the following figure. This is a standard structure, but you can change it during implementation to fit your needs.



Companies

A company is a legal entity that has its own P&L and balance sheet. A company can consist of several departments.

Departments

Departments also have P&L responsibility; the full P&L can be controlled at the department level.

In the PSO solution, the standard setup includes an executing department (the department to which the employee belongs) and a responsible department (to which the project belongs), allowing data to be analyzed from both perspectives.

Employees

The lowest level of the organizational hierarchy is the employee who is linked to a certain department (executing department).

Organization — Legal

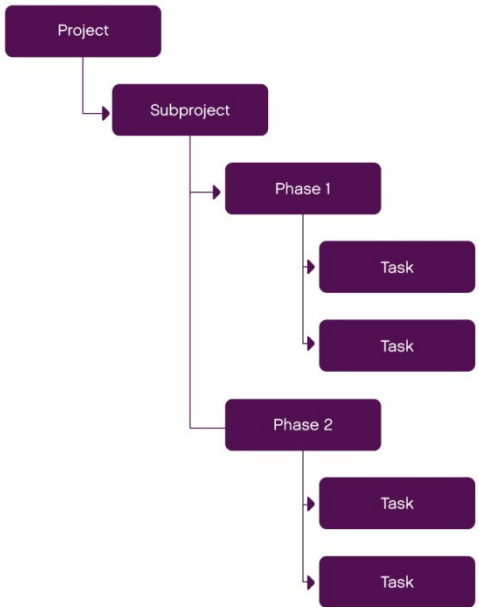
Legally, a PSO organization can consist of one or more legally independent owner/subsidiary hierarchies (called Companies in the solution). The solution allows you to create an unlimited number of companies to support this legal organizational structure.

Project Structure

Work Breakdown Structure (WBS) Elements

The solution is built on standard templates from which you can create a number of additional templates. Project Managers often want to add project-specific tasks at the lowest level in order to budget and enter project costs and revenue. The solution also enables Project Managers to build their own WBS. The solution is set up to support seven levels in the WBS structure.

You can also maintain a flat project structure with a set of tasks subordinated to a project. We recommend keeping this simple and starting with a plain task list for the projects, thereby not enabling a full WBS. The following figure illustrates how our standard solution is set up.



Project Structure

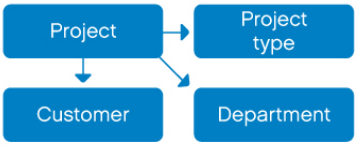
The project reflects the specific work to be performed for a given customer. There may be different criteria from company to company on what qualifies as a project.

The top level of a project is the main project. You can break a project down into subprojects if certain deliverables and responsibilities are dispersed among different departments and the revenue must follow the department that owns the project, or if you want to monitor a major project in minor parts. In addition, the breakdown into subprojects may affect revenue recognition and differ from subproject to subproject if required.

The task is the lowest level in the WBS. This is the level where the employee registers time and costs.

Control Units for the Project

When you create a project, you can assign a number of control units to the project, including project type, customer, and the department that is responsible. This ensures that these control units follow all entries that people make on the project, both in the Project Cost module and in the General Ledger module.



Customer

A project is always related to a customer. This allows you to manage the total project portfolio of the customer, while making it easy to identify the customer to invoice. It also allows you to drill down from one customer to see all of the projects that relate to that customer.

Department

A project is related to a department, and the department belongs to a company. The department is the owner of the project, which means that the Department Manager of that department is responsible for assigning resources to the project and executing the project.

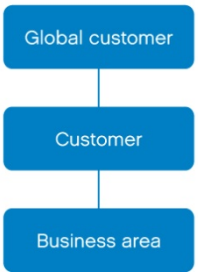
Project Type

In the PSO solution, you can divide projects into different types, depending on the company's line of business. For instance, the project type could be "Implementation of ERP system" or "Hardware installation" if the company is an IT company. You can configure project types differently to meet specific needs.

Customers

Global Customers

The solution allows you to manage customers on a global basis. If a customer is specified in more than one legal entity (Company), the customer number is the same in all companies for which this customer is specified. Each company can still change information like payment terms and address at the company level. You can also break large customers down into several customers by using hierarchy functionality. The customer is the level at which invoices are created and projects are executed.

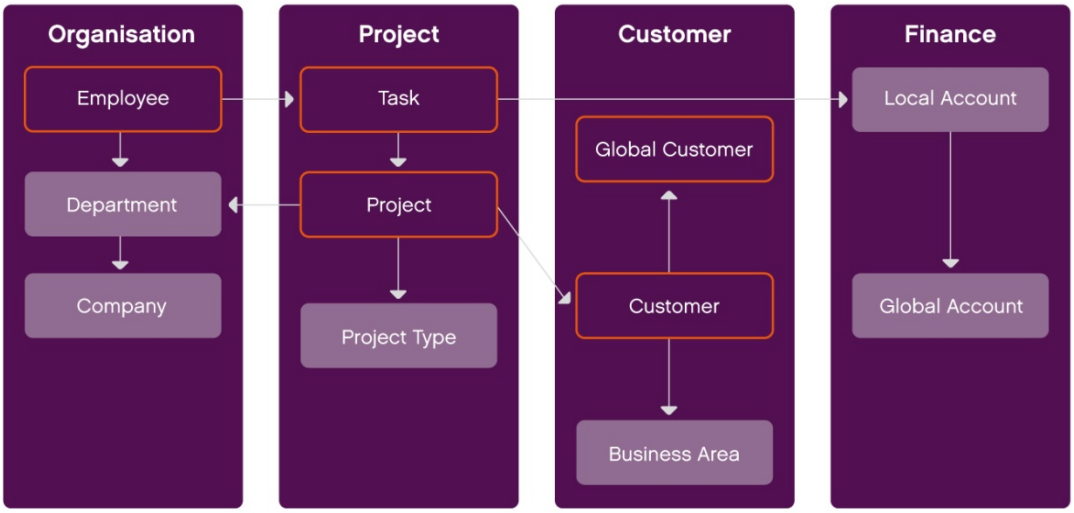


Business Area

You can assign a specific business area to each customer to reflect the line of business, such as consulting, advertising, shipping, and audit. Standard reports included in the solution then allow you to identify which segments generate the most revenue, and then focus your efforts on the most profitable segments. When you create customers, you assign a business area.

Financial Model Overview

While the PSO solution combines the areas of organization, projects, and customers, it also provides a very detailed yet flexible financial model as illustrated in the following figure.



As shown in the preceding figure, the employee is assigned to two dimensions on the employee card: Department and Company. The project type is assigned to each project. The customer can be linked to a global customer, and the business area dimension is assigned to each customer. When entries are made in the Project Management module, the solution automatically derives all dimensions and entry units.

All entries in the Project Management module are reflected in the General Ledger module and are posted automatically to the relevant accounts. The solution is set up with one global set of Chart of Accounts, but could, as illustrated, be expanded with a local Chart of Accounts, such as by legal company.

When you measure Key Performance Indicators (KPIs), the solution offers full flexibility, allowing you to look at such items as customer profitability across companies, departments, or projects. You can also extract a P&L by customer, business area, and department. Think of the preceding figure as a matrix from which you can view data from all angles and drill down to the data at different levels.

It is important to mention that the employee only selects a project and task when entering time and the solution automatically derives the rest.

The solution is delivered with a set of template reports described in the *Reporting* section.

Prices

The following table describes the prices that can be used in the solution.

Price	Description
Cost Price	The cost price of the employee or third party item. You set up the cost price of the employee on the employee. The cost price that a company enters depends on how much the company wants to allocate as costs. The cost can be calculated as the total of the base salary rate and an overhead rate. The solution automatically derives the cost price as the employee enters time.

Price	Description
Intercompany price	Intercompany prices are used in connection with trading between two companies in the solution.
Sales price	The actual sales price of the entered hours or the sales price of the third-party item. This is the price used to bill customers.
Standard billing price	A standard rate that provides the standard price (from a standard price list) on a certain task. This is posted in both the finance and the project management systems.

For each employee you set up a cost price, an intercompany price (optional), and a sales price.

You may set up different price lists on the customer, as well as project-specific price lists. The prices can be task-specific or employee-specific, and the price lists can be date-dependent.

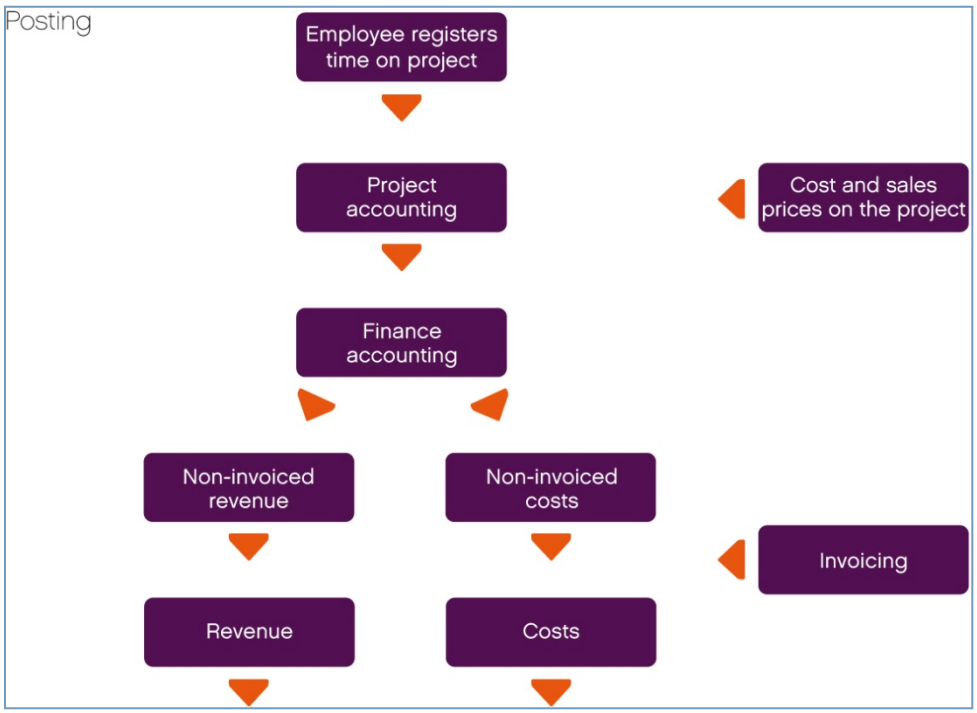
The PSO solution is set up to first check if a project specific price list has been created, and second check if a customer-specific price list is created; otherwise, the prices are derived from the employee. These prices are also used for posting.

Revenue Recognition

The solution supports revenue recognition based on the production principle, and work in progress (WIP) is capitalized at sales price. You can also configure the solution to capitalize at cost price if appropriate.

Revenue Recognition – Time & Materials

Revenue is recognized as work progress. For each entry unit (typically an hour), there must be an amount to be recognized. The integrated system means that when an amount is entered and approved in the Project Management module, it is automatically posted in the General Ledger module as well. This ensures that the P&L is always up-to-date with the entries from the Project Management module.



Revenue is recognized at the time of entry to an unbilled revenue account. The solution automatically changes the open revenue (for registered postings) to an actual revenue account at the time of invoicing as illustrated in the preceding above. Write-offs at the time of invoicing can be posted to separate accounts. This provides you with flexibility in your P&L to see what the registered revenue (WIP) and actual invoiced revenue are.

Revenue Recognition — Fixed Price

For fixed-price projects, revenue is also recognized when time and costs are entered. A budget is entered on the project as a baseline to reflect the fixed price.

As the project progresses, you must update a working budget to reflect the latest budget. When the working budget is updated and the Project Manager has evaluated the Estimate to Completion, the solution calculates the revenue to be recognized as the ratio between budgeted hours and the actual number of hours spent.

The Project Manager or Finance Department may adjust this revenue by percentage to completion as described in the *Management* section to update the revenue in the Project Management module and in the General Ledger.

Revenue Recognition — Subscription

For some companies, it is common to sell services or licenses invoiced as a monthly or annual subscription. In this case, revenue is not based on the project invoice, but on the subscription amount. Revenue can be handled in different ways, but most often, the process is as follows:

- The subscription fee is billed on an annual basis in advance.
- The solution distributes the amount in advance into the periods of that year.
- Revenue is then split equally and recognized month by month according to the length of the subscription period (note that Subscription is an add-on to the solution).

Improving Project Management

Keys to Success

Improve your project management with specific initiatives to achieve better project control. The following figure shows optimal project management.

Project	Baseline	Actual	ETC	New estimate at completion
Project 1	200	90	60	150
Project 2	150	120	100	220

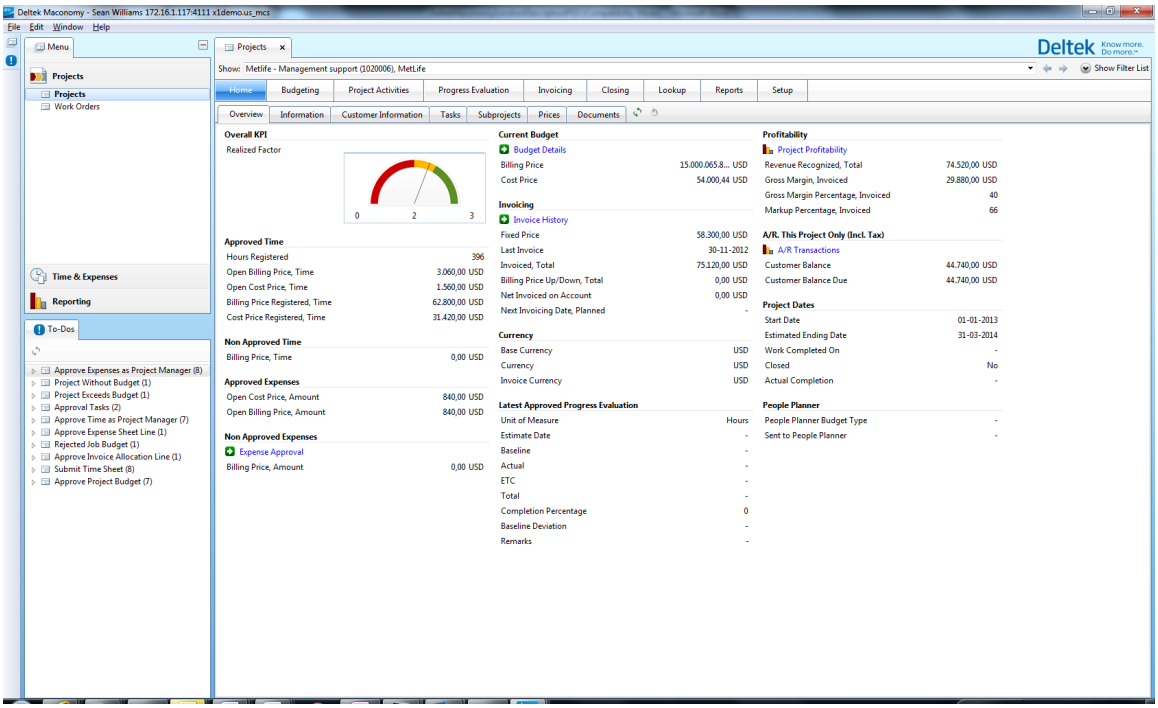
These initiatives are described in the following table.

Initiative	Principle	Why?
Baseline	Include a baseline budget	All projects should include a baseline budget. A baseline budget shows your estimate at the time of contracting.
Actual	**Track cost control against baseline**	Project Control is about controlling the actual **cost** against the set baseline.
ETC	**Project upcoming costs using ETC**	Focus on estimate to completion (ETC).The addition of actual costs and ETC provides you with a total view of what your costs will be when you are done, which you can then compare to your baseline.
New Estimate	**Proactive change management**	ETC provides the foundation for change management and readily adapting to an evolved scope.

The PSO solution is targeted at addressing these key tasks of a Project Manager.

One Project Workspace for Project Control

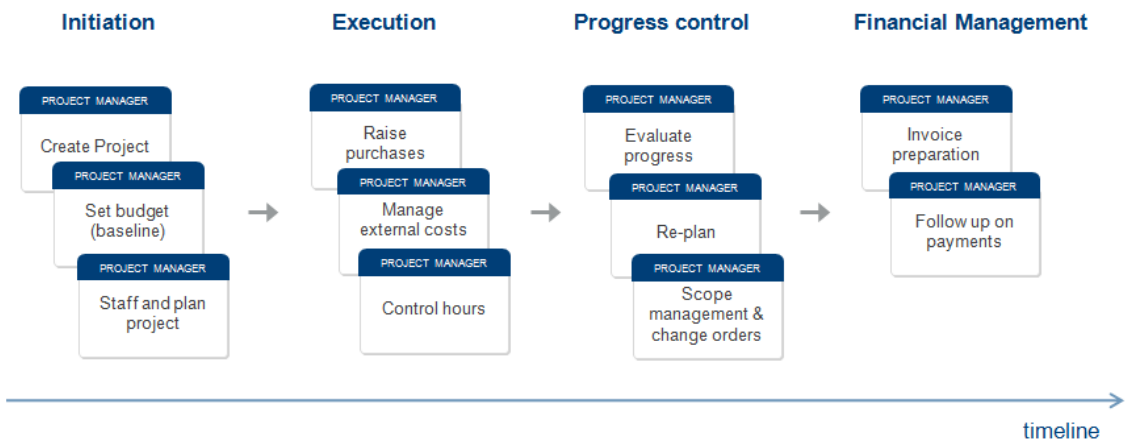
With the solution Project Managers (PM) have one workspace in which they can access all relevant information for the project. The challenge of project managers is often that they need to search in different areas to get a complete overview of a project. With the Project workspace, a PM can now monitor the different phases / processes of the project from a single workspace.



The following workspace areas support project management:

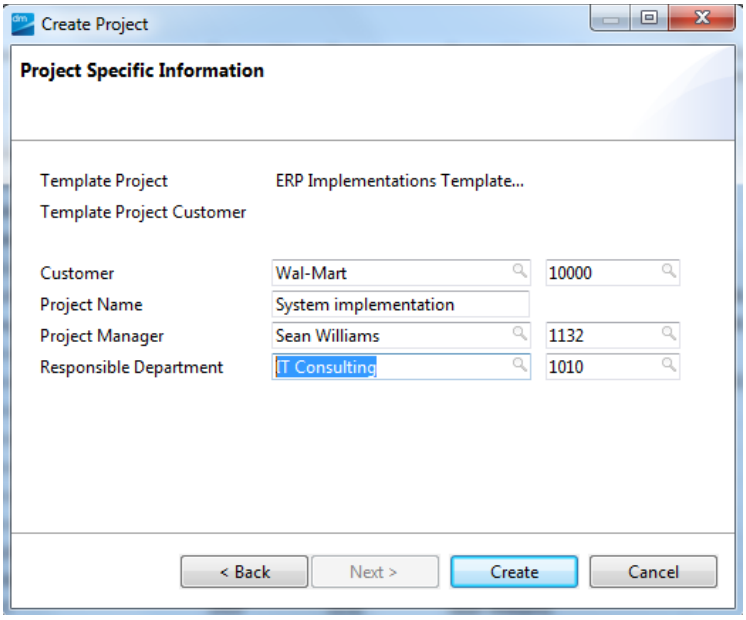
- **Home** — An overview of key information about the project, like contracted values, change requests, prices, task lists, employee information, and so on.
- **Budgeting** — Where you can set the budget (baseline) for the project as your control point for cost. This also covers risk management.
- **Project Activities** — Daily activities related to the approval of cost and creation of purchase orders.
- **Progress Evaluation** — Where you can follow up on the project ETC in order to have a complete overview of project cost.
- **Invoicing** — It is the responsibility of a PM to invoice the client. In this part of the workspace, you can view how much should be invoiced, create the invoice, and review previous invoices.
- **Closing** — Where you can close the project.
- **Lookup** — Where look-up windows are located.
- **Reports** — Where various reports are located.

The following sections describe the project workspace. We will look at how a Project Manager can use the solution to manage the steps throughout project execution. The typical tasks of a PM are illustrated in the following process flow:



Project Creation

A project is typically initiated by the Project Manager, or by an initial phase during the sales process in which an opportunity is created to ensure that estimates are created in the sales phase (part of the CRM add-on).



A wizard guides you through project creation. Based on the template that you select, a new window appears where you enter information in the required fields to create the project.

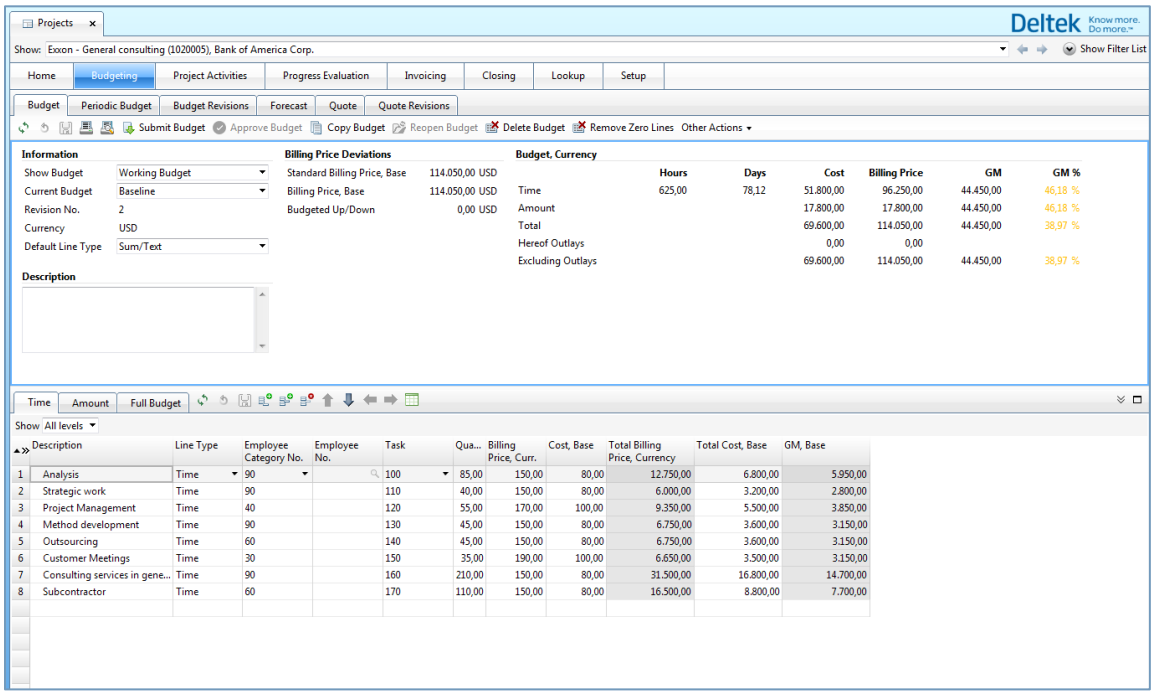
Different items can automatically be derived from the template, such as revenue recognition principles, different sets of tasks, and price lists.

After you create the project, you are forwarded to the Projects workspace. In this area, you access the most relevant master data of the project; you can enter key project data in line with company policy.

The solution also offers a standard integration to Kona. Kona is a cloud-based web portal that enables your company to manage project communication, tasks, events/calendars, and file storage.

Project Budgeting — Set a Baseline Budget

After you create a project, the first step in managing the project is to ensure that you have a process for setting the baseline for the project. The baseline is your control point for controlling costs.



Many companies struggle to create baseline budgets. We created the PSO solution to simplify this process.

The budget workspace consists of three tabs, used for:

- Budgeting man hours
- Budgeting external costs
- Providing the full overview

The task list (the rows) is derived from the template that the project was based on.

You need only set the quantity and costs of this budget.

If you need to replace the lines with others, such as other tasks or employees/employee categories, you can do that easily from this workspace. You can also define what the sales prices should be for various lines. Cost prices are automatically derived from the employees or a corporate cost price list that your company defines, providing the cost of an hour, such as including salary or overhead costs.

The functionality in the budget and planning component includes:

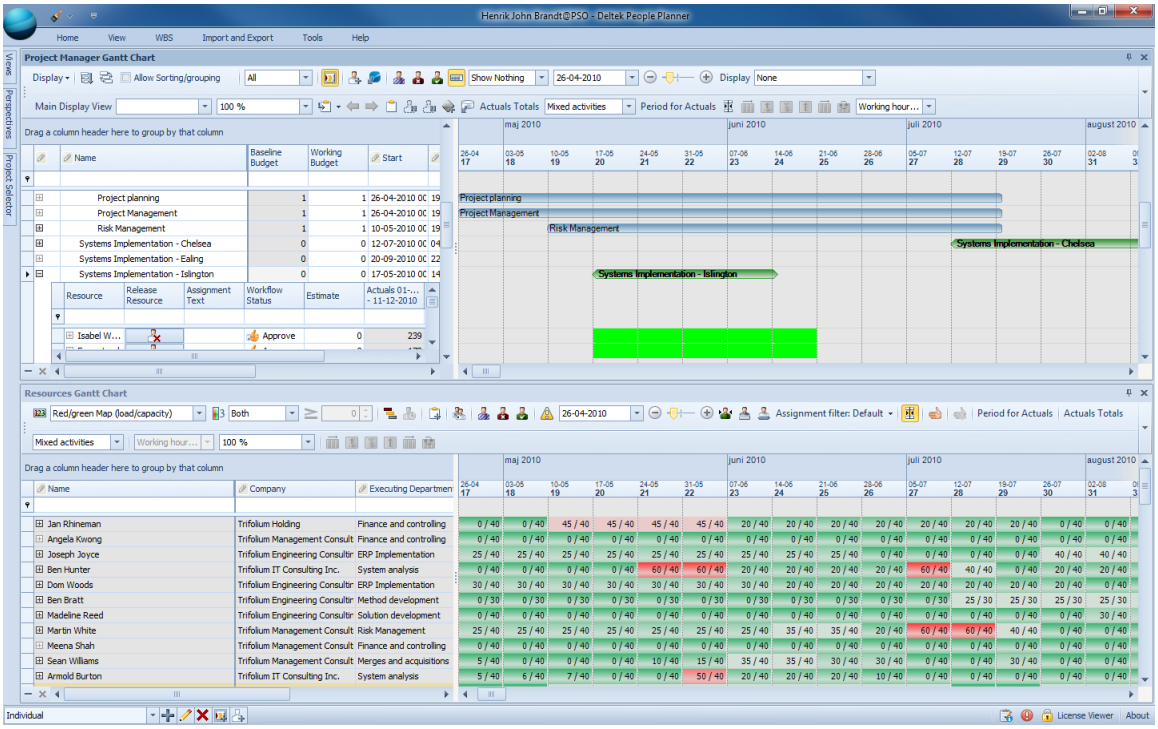
- Ability to use various budget types, such as baseline and working budgets.
- Revision history functionality to keep track of changes made to the budget.
- Budget approval functionality so that a budget approver can be included in the project.
- More advanced budget functionality that can be enabled by using a full WBS.

Project Staffing and Planning (People Planner Add-On)

One element of kicking off the project is to ensure that the staffing is in place. One of the most common challenges for meeting project deadlines is due to poor planning and staffing of the project, as plans are delayed and people are assigned to other projects.

The key job for a PM is therefore not only to plan the project, but also to ensure that the right team is established to execute the project.

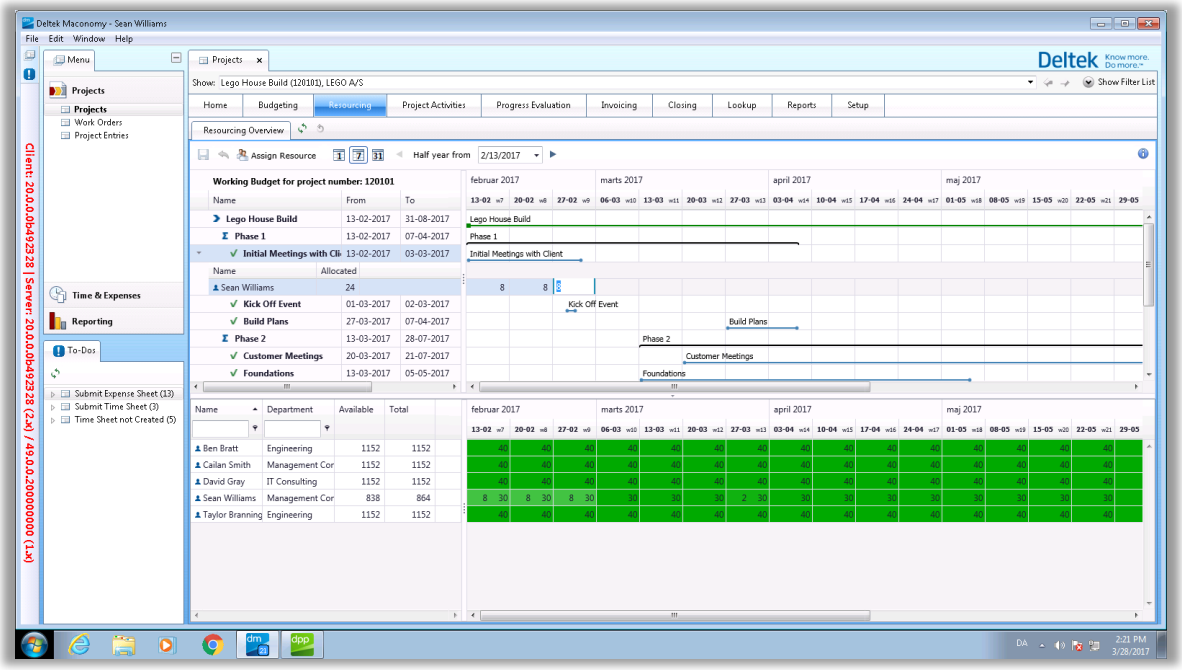
In People Planner, you can assign people to the projects and confirm their availability while you staff the project.



You can search and delimit the resources by department or company, or even search for them by available skills.

The preceding figure shows just one Gantt chart for the project; People Planner allows you to use a full WBS structure for graphical project planning. Even though you create detailed plans, you can still assign employees at the project level.

As well as accessing People Planner via its own Windows Application, you can also access the majority of core staffing and planning functionality from components that are embedded in the Maconomy Workspace Client and in iAccess, and tightly integrated into the Projects functionality.

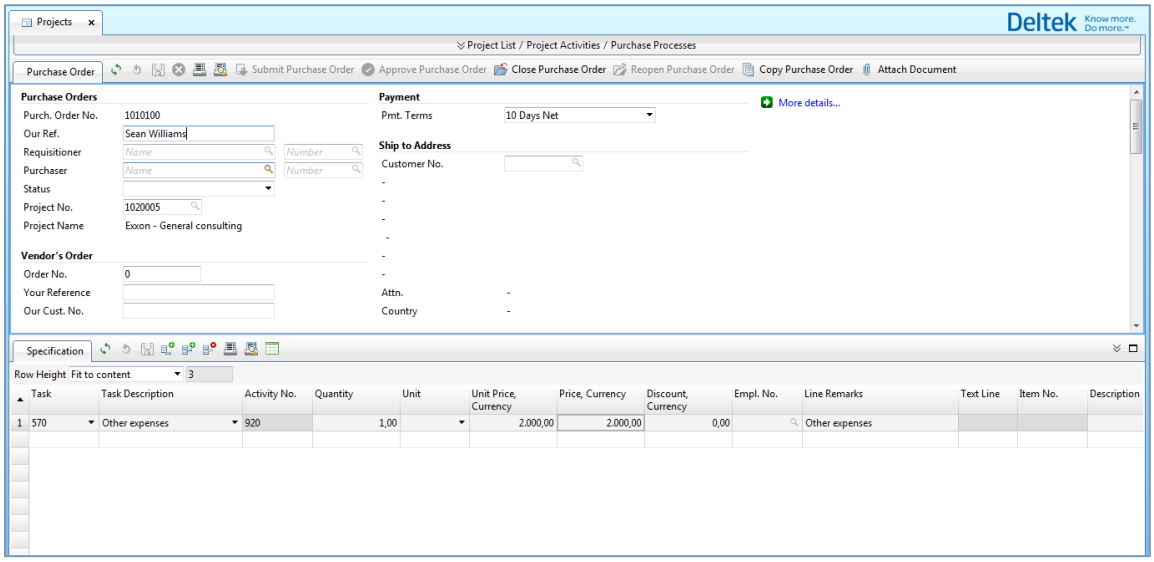


Control Costs — Project Execution

Step 1 — Control Purchases

On the project, you can create a purchase order for external purchases, and thereby control that extraordinary costs are not paid without approval, such as from the Line Manager.

You can apply more advanced purchase processes, but we typically recommend a simple purchase process, where the PM or others can create a Purchase Order that someone else approves before the actual purchase takes place. Your approval hierarchy determines who the approver is.

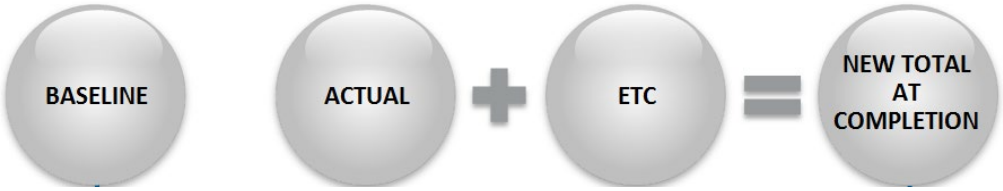


Step 2 — Control Hours

A major part of project costs relates to hours, and it is a PM's responsibility to ensure that hours spent are within budget. In the Financial Job Card, you can see the hours entered on your project, and in Time Approval, you can see the hours awaiting your approval. In addition, BPM provides a range of reports that support project follow-up.

Progress Control — Evaluating Progress and ETC

Actual costs spent on a project are important to a PM. Assessing the estimated time to completion enables you to proactively adjust the plans before it is too late.



The Maconomy solution provides two ways of handling this, depending on the complexity of the solution that you choose to apply. Our experience has shown us that even though most PSOs know that this is the right way to manage a project, getting PMs to proactively look at ETC is an issue.

If you use the Maconomy Project Staffing solution (People Planner) and ensure that PMs update the resource plans on an ongoing basis, the remaining resource plans reflect your latest and greatest estimate on ETC.

Project	Baseline	Actuals 01.01-31.03	Assigned After 31.03	New total, expected
Project 1	200	90	60	150
Project 2	150	120	100	220

The alternative is to ask monthly that PMs update the Estimate to Complete (for example) as part of a project control procedure, based on employees' entries in the time sheet. The following sections describe both methods.

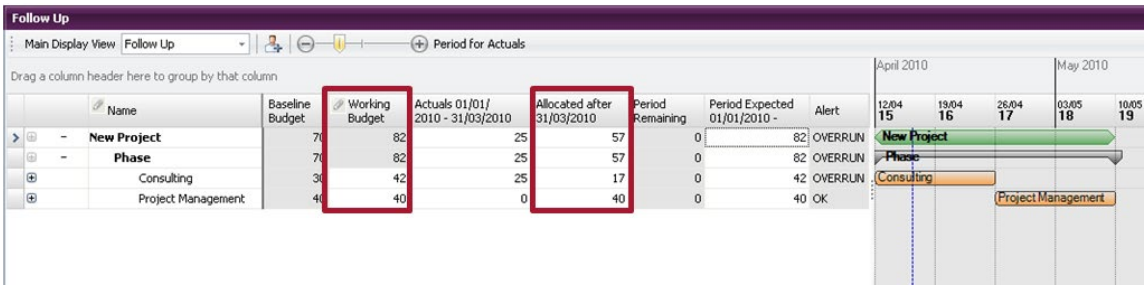
Project Re-Staffing — Foundation for ETC

As the project moves into the project monitoring stage, a PM should ensure that the project is delivered within the agreed-to time frame and budget.

For fixed-price projects, it is particularly important that you measure progress regularly. This allows you to act proactively if project tasks take longer than estimated in the baseline budget.

If you have included People Planner in your solution, the process is as follows.

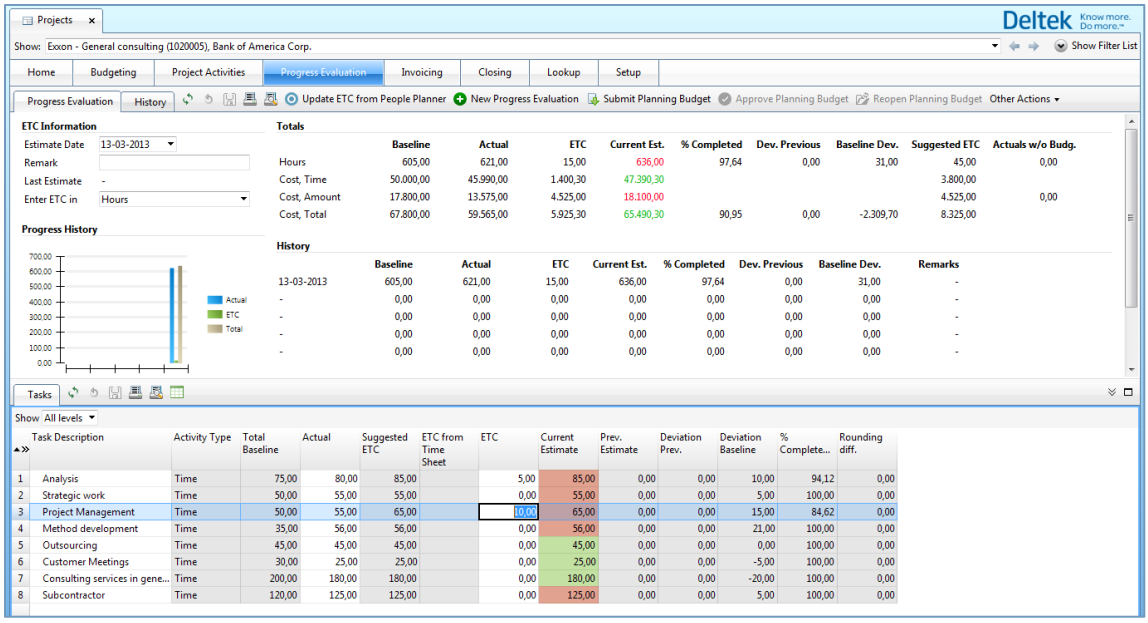
In the project resource plan, you are automatically notified about the number of hours spent on the project as of a selected date. Based on a set date, the solution automatically calculates the remaining planned hours from that date until project completion. You are also able to view the original estimate.



Because you have now updated the remaining resource plan with allocated hours after the specified date, you have created the foundation for a company-wide updated resource plan, if this plan is updated by all PMs (see the preceding figure).

At the same time, you have also provided a qualified foundation for Estimate to Completion and correct revenue recognition based on this evaluation.

As explained in the previous step, you can use the updated project resource plan as a foundation for your project progress reporting. You can also start directly in the Projects workspace (see the following figure) without performing the preceding steps.



You can open the Progress Evaluation tab in the Projects workspace and determine to base the progress evaluation on the latest updated project resource plan.

The updated project progress ensures correct adjustments of the recognized revenue.

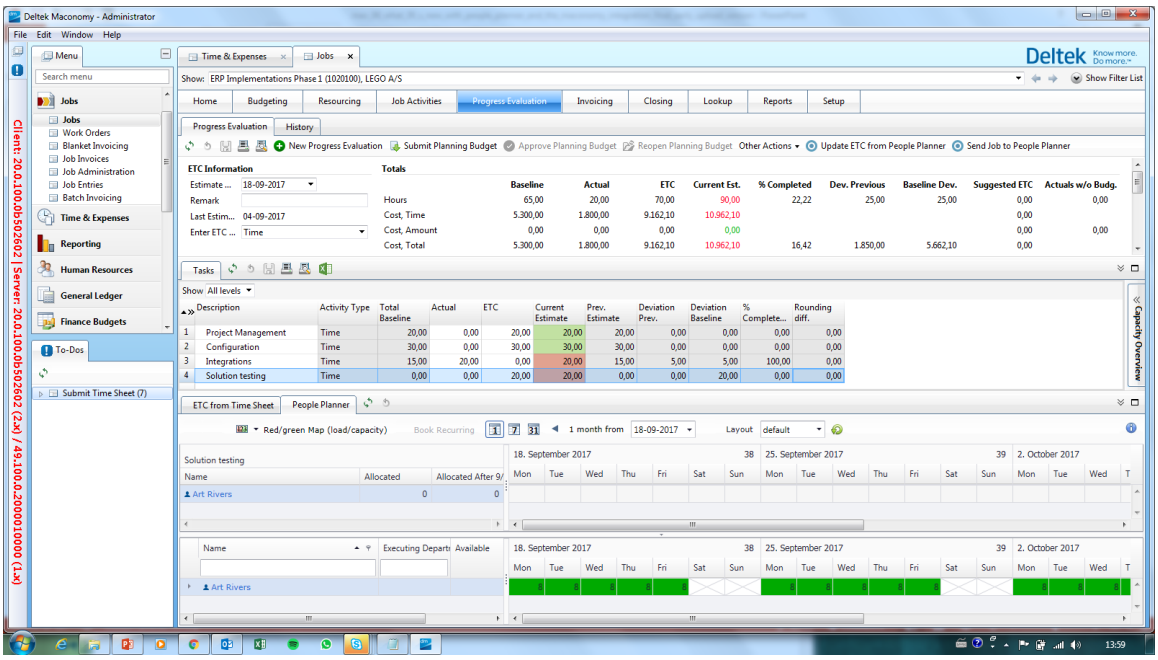
The preceding figure shows the standard window for progress reporting, which is part of the Projects workspace. Alternatively, you can receive a suggested ETC value based on an employee's time sheet, if an employee has informed you of any shortfall on the employees' part of the project.

You can:

- Change the calculated ETC on each task to show project progress
- Get a historical view of previous ETCs
- Make automatic revenue recognition adjustments based on calculated percentage to completion

Based on your estimate, the Controller can adjust the final percentage to completion in order to ensure a correct revenue adjustment compared to progress.

As well as accessing People Planner via its own Windows Application, you can also access the majority of core staffing and planning functionality from components that are embedded in the Maconomy Workspace Client and in iAccess, and tightly integrated into the Projects and Progress Evaluation functionality.



From Order to Cash — Improve Billability and Cash Flow

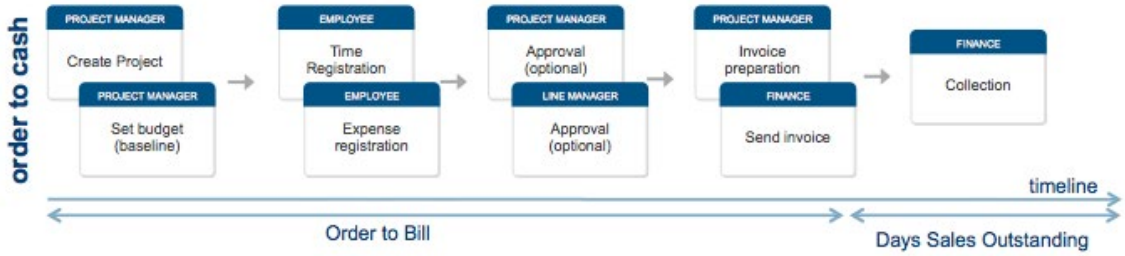
Keys to Success

Step 1 in implementation of an ERP solution is about ensuring a good flow from order to cash, making sure that all hours are entered and you invoice as much as possible.

The following table outlines some of the key initiatives needed to improve cash flow.

Initiative	Description
1. Capture time efficiently	Enter billable time in close connection with execution (as soon as possible) to prevent loss of billable time. (People tend to quickly forget, or understate, hours spent on projects.)
2. Ensure invoicing as soon as possible by those in charge	Invoice clients as soon as possible after completion to improve cash flow. Also, maximize the amount invoiced. Thus, invoicing should be conducted by the people who control the projects: PMs.
3. Manage small work orders efficiently	PSOs often consist of small jobs, delimited in time/scope. You should manage these jobs differently compared to large-scale projects. You can often invoice them upon order to improve cash flow.
4. Tight control on collection	Management and employees who are responsible for invoicing should keep track of WIP and A/R from an aging perspective to monitor that all billable time is billed and that all invoices are paid on time.

The following figure illustrates a typical process from the point when the order is signed until the invoice is sent and money is collected. Some steps shows below are optional.



If you followed the preceding steps, “create project” and “set budget” repeat what we have already described. The following description begins with time entry.

Time Entry

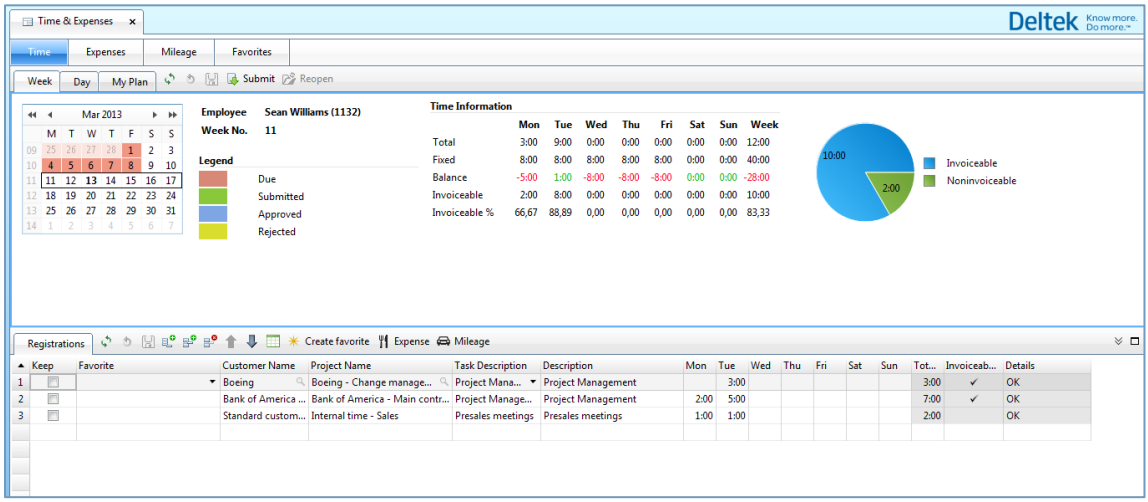
An intuitive and user-friendly time and expense module is available for end-users, allowing employees to easily enter time on a weekly or daily basis.

Note:

- Deltek Maconomy Touch is an add-on that employees can use to easily enter time via their mobile phones.
- Deltek Maconomy iAccess is designed for streamlined access to time and expense activities. The browser-based application is optimized for in-office as well as remote access use with both laptops and tablets.

Not all standard Maconomy functionality is available in iAccess and Touch.

The time sheet enables employees to enter time by selecting the relevant project and task that they are working on. When using the People Planner add-on for resource management employees can automatically see the project for which they should enter time based on the projects they are assigned to.



When an employee submits a time sheet, either the Line Manager or the PM can approve it.

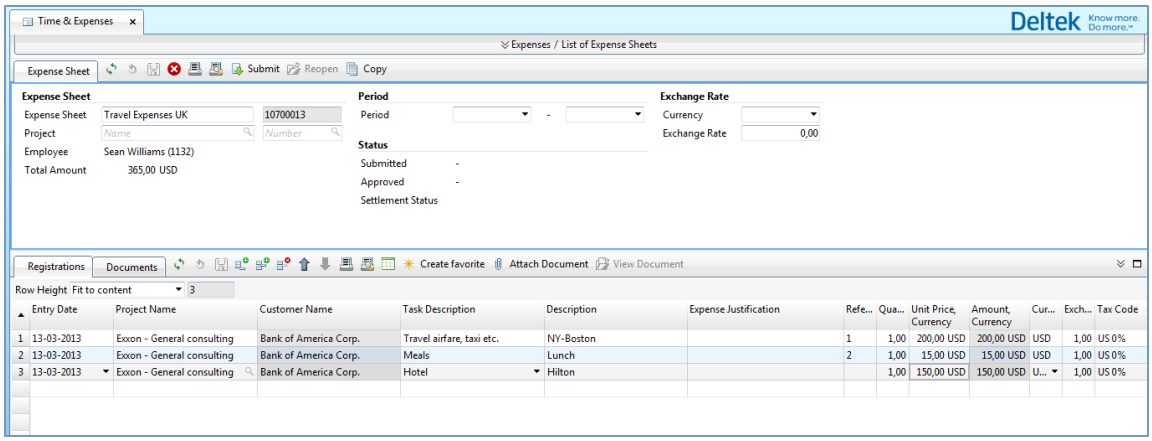
To help the employee complete the time sheet as quickly and smoothly as possible, the solution includes:

- “Favorite” capability, allowing employees to create their own favorites for easy access.
- Permanent lines, allowing employees to select frequently used lines. These lines are shown automatically when a time sheet is created
- Search-as-you-type for easy retrieval of relevant projects and tasks
- You can propose a number of hours to be invoiced. For instance, if you enter eight hours per day you can specify that only six hours should be invoiced.

Expense Entry

Access to an expense sheet is available within the employee workspaces, enabling entry of expenses and employee reimbursement.

The expenses are assigned to a project and relevant tasks on the selected project.



Because Maconomy is a multi-currency solution, you can enter expenses in any currency. Using exchange rate tables, the finance functionality in the solution is available in project, enterprise, and local currency.

Employees are reimbursed for their expenses when expenses have been checked and approved by a Department Manager and the Finance Department.

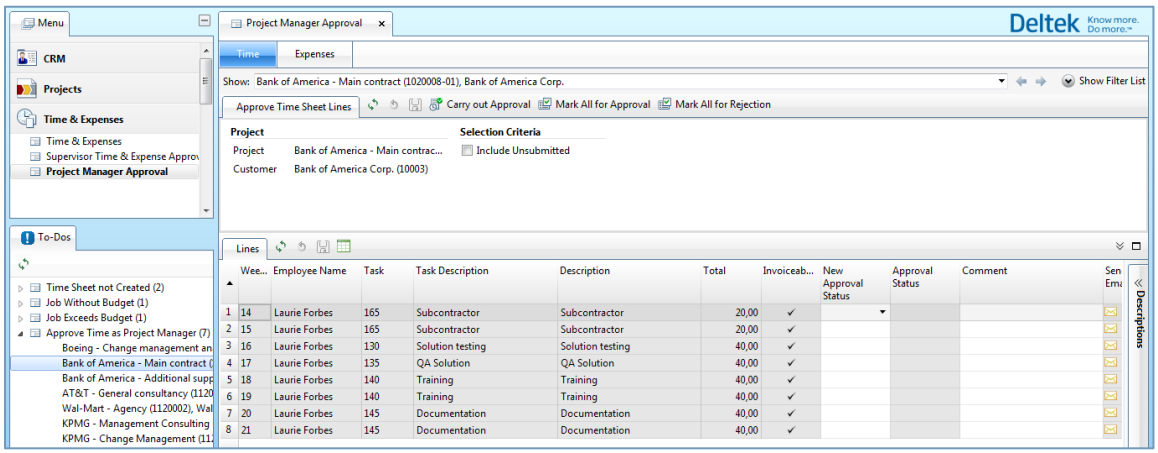
Expense sheet functionality includes:

- Expense sheet lines prepopulated with information from the time sheet line for quick completion.
- Task lists showing only expense-related tasks available on the project.
- Mandatory expense justification.
- For expenses in foreign currencies, the system suggests an exchange rate, but the employee can enter the exchange rate manually.
- The ability to scan receipts and attach them to the expense sheet for documentation.
- The ability to enter mileage.

Project and Time Sheet Approval

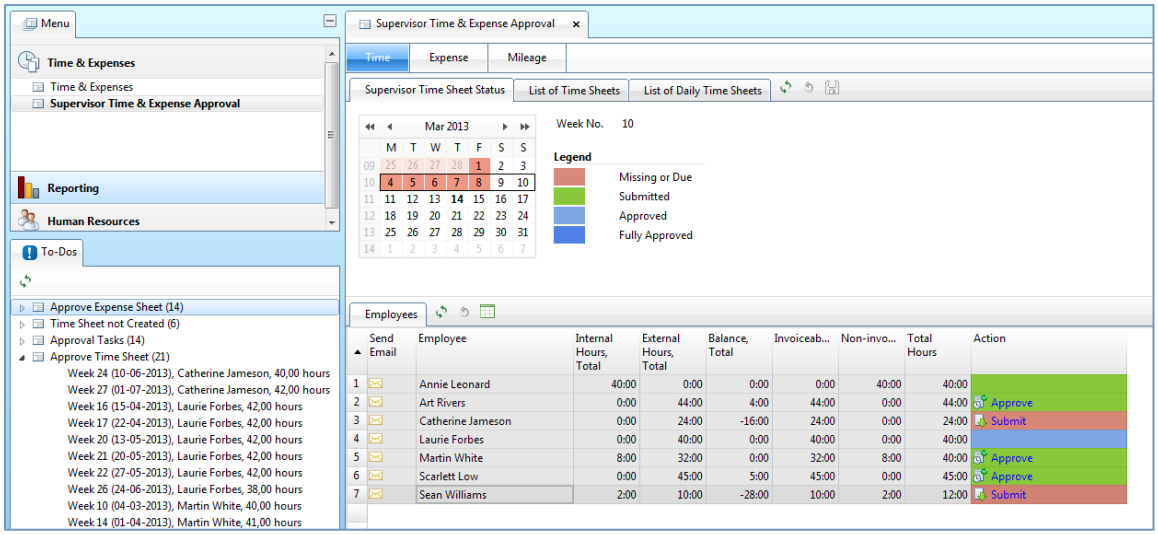
Several principles can be applied to the approval of time and expenses. One option is to have no approval process at all. Another option could be to require the Department Managers to approve time and expenses for their employees. The typical process though, is for the PM to approve the costs incurred on the project.

The PM receives a To Do with information about outstanding actions. If the PM rejects any of the hours or expenses, a To Do appears for the relevant employee.



Time entries are not shown in the project until they have been approved.

The Line Manager can receive a full overview of all relevant employees. The Line Manager can view submitted time sheets and those not yet submitted (see the following figure). In the same view, the Line Manager can either approve the time sheets or drill down to the single time sheet entries before approving the time sheet.



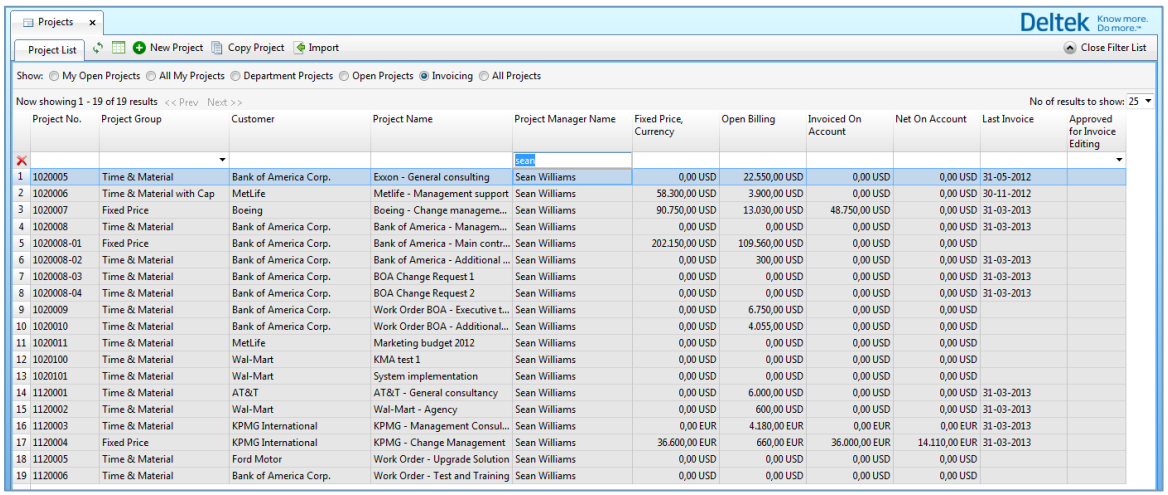
External Costs for Approval

In addition to the hours and expenses, external costs may appear on the project. These can be entered for payment in the A/P part of the solution and automatically appear on the project after the approval workflow has been completed.

Project Invoicing

The final part of the order-to-invoice workflow is invoicing.

Invoices are prepared in Maconomy based on all time, expense, and external cost entries posted to the project. Because PMs have full responsibility for project financials, they will are responsible for preparing the invoice suggestion, leaving finance to check and send out the actual invoice.



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Project List | New Project | Copy Project | Import | Close Filter List

Show: My Open Projects | All My Projects | Department Projects | Open Projects | Invoicing | All Projects

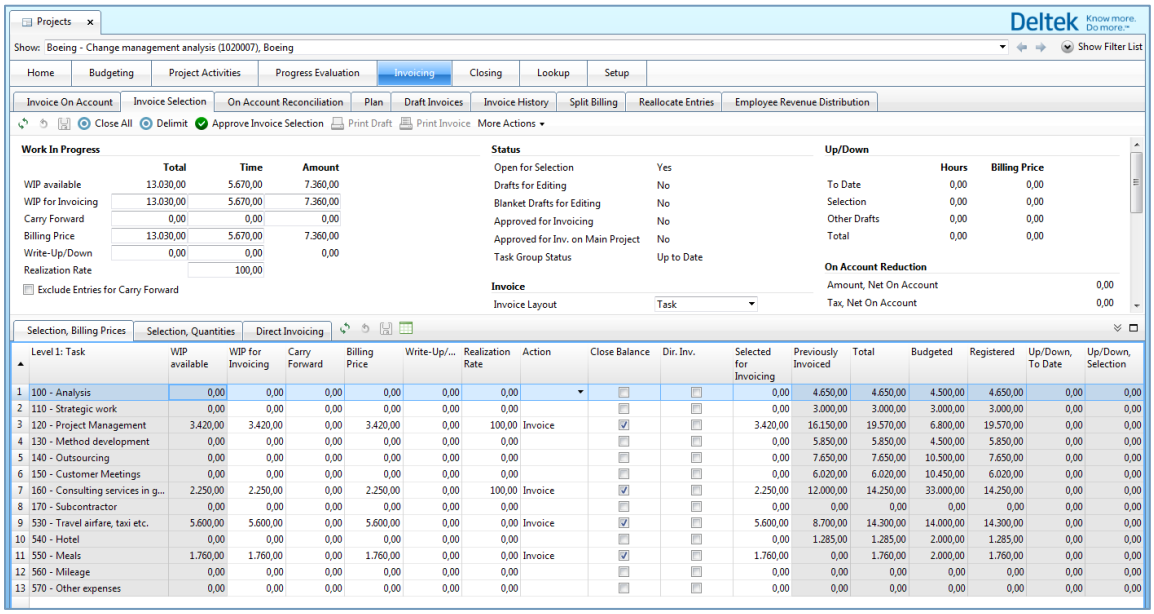
Now showing 1 - 19 of 19 results << Prev Next >> No of results to show: 25

	Project No.	Project Group	Customer	Project Name	Project Manager Name	Fixed Price, Currency	Open Billing	Invoiced On Account	Net On Account	Last Invoice	Approved for Invoice Editing
					Sean						
1	1020005	Time & Material	Bank of America Corp.	Exxon - General consulting	Sean Williams	0,00 USD	22.550,00 USD	0,00 USD	0,00 USD	31-05-2012	
2	1020006	Time & Material with Cap	MetLife	Metlife - Management support	Sean Williams	58.300,00 USD	3.900,00 USD	0,00 USD	0,00 USD	30-11-2012	
3	1020007	Fixed Price	Boeing	Boeing - Change manageme...	Sean Williams	90.750,00 USD	13.030,00 USD	48.750,00 USD	0,00 USD	31-03-2013	
4	1020008	Time & Material	Bank of America Corp.	Bank of America - Managem...	Sean Williams	0,00 USD	0,00 USD	0,00 USD	0,00 USD	31-03-2013	
5	1020008-01	Fixed Price	Bank of America Corp.	Bank of America - Main contr...	Sean Williams	202.150,00 USD	109.560,00 USD	0,00 USD	0,00 USD		
6	1020008-02	Time & Material	Bank of America Corp.	Bank of America - Additional ...	Sean Williams	0,00 USD	300,00 USD	0,00 USD	0,00 USD	31-03-2013	
7	1020008-03	Time & Material	Bank of America Corp.	BOA Change Request 1	Sean Williams	0,00 USD	0,00 USD	0,00 USD	0,00 USD	31-03-2013	
8	1020008-04	Time & Material	Bank of America Corp.	BOA Change Request 2	Sean Williams	0,00 USD	0,00 USD	0,00 USD	0,00 USD	31-03-2013	
9	1020009	Time & Material	Bank of America Corp.	Work Order BOA - Executive t...	Sean Williams	0,00 USD	6.750,00 USD	0,00 USD	0,00 USD		
10	1020010	Time & Material	Bank of America Corp.	Work Order BOA - Additional...	Sean Williams	0,00 USD	4.055,00 USD	0,00 USD	0,00 USD		
11	1020011	Time & Material	MetLife	Marketing budget 2012	Sean Williams	0,00 USD	0,00 USD	0,00 USD	0,00 USD		
12	1020100	Time & Material	Wal-Mart	KMA test 1	Sean Williams	0,00 USD	0,00 USD	0,00 USD	0,00 USD		
13	1020101	Time & Material	Wal-Mart	System implementation	Sean Williams	0,00 USD	0,00 USD	0,00 USD	0,00 USD		
14	1120001	Time & Material	AT&T	AT&T - General consultancy	Sean Williams	0,00 USD	6.000,00 USD	0,00 USD	0,00 USD	31-03-2013	
15	1120002	Time & Material	Wal-Mart	Wal-Mart - Agency	Sean Williams	0,00 USD	600,00 USD	0,00 USD	0,00 USD	31-03-2013	
16	1120003	Time & Material	KPMG International	KPMG - Management Consul...	Sean Williams	0,00 EUR	4.180,00 EUR	0,00 EUR	0,00 EUR	31-03-2013	
17	1120004	Fixed Price	KPMG International	KPMG - Change Management	Sean Williams	36.600,00 EUR	660,00 EUR	36.000,00 EUR	14.110,00 EUR	31-03-2013	
18	1120005	Time & Material	Ford Motor	Work Order - Upgrade Solution	Sean Williams	0,00 USD	0,00 USD	0,00 USD	0,00 USD		
19	1120006	Time & Material	Bank of America Corp.	Work Order - Test and Training	Sean Williams	0,00 USD	0,00 USD	0,00 USD	0,00 USD		

PMs can see all projects for which they are responsible, divided between time and material projects and fixed-price projects. The open billing shows how much is ready to be invoiced.

The PM's job is now to ensure for all projects that invoices are completed, meaning that the PM has reviewed the entries for invoicing and edited the text for the invoices.

After selecting a project, you go to the following window, which shows all entries that are ready for invoicing.



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Show: Boeing - Change management analysis (1020007), Boeing | Show Filter List

Home | Budgeting | Project Activities | Progress Evaluation | Invoicing | Closing | Lookup | Setup

Invoice On Account | Invoice Selection | On Account Reconciliation | Plan | Draft Invoices | Invoice History | Split Billing | Reallocate Entries | Employee Revenue Distribution

Close All | Delimit | Approve Invoice Selection | Print Draft | Print Invoice | More Actions

Work In Progress

	Total	Time	Amount
WIP available	13.030,00	5.670,00	7.360,00
WIP for Invoicing	13.030,00	5.670,00	7.360,00
Carry Forward	0,00	0,00	0,00
Billing Price	13.030,00	5.670,00	7.360,00
Write-Up/Down	0,00	0,00	0,00
Realization Rate		100,00	

Exclude Entries for Carry Forward

Status

Open for Selection	Yes
Drafts for Editing	No
Blanket Drafts for Editing	No
Approved for Invoicing	No
Approved for Inv. on Main Project	No
Task Group Status	Up to Date

Invoice

Invoice Layout: Task

Up/Down

	Hours	Billing Price
To Date	0,00	0,00
Selection	0,00	0,00
Other Drafts	0,00	0,00
Total	0,00	0,00

On Account Reduction

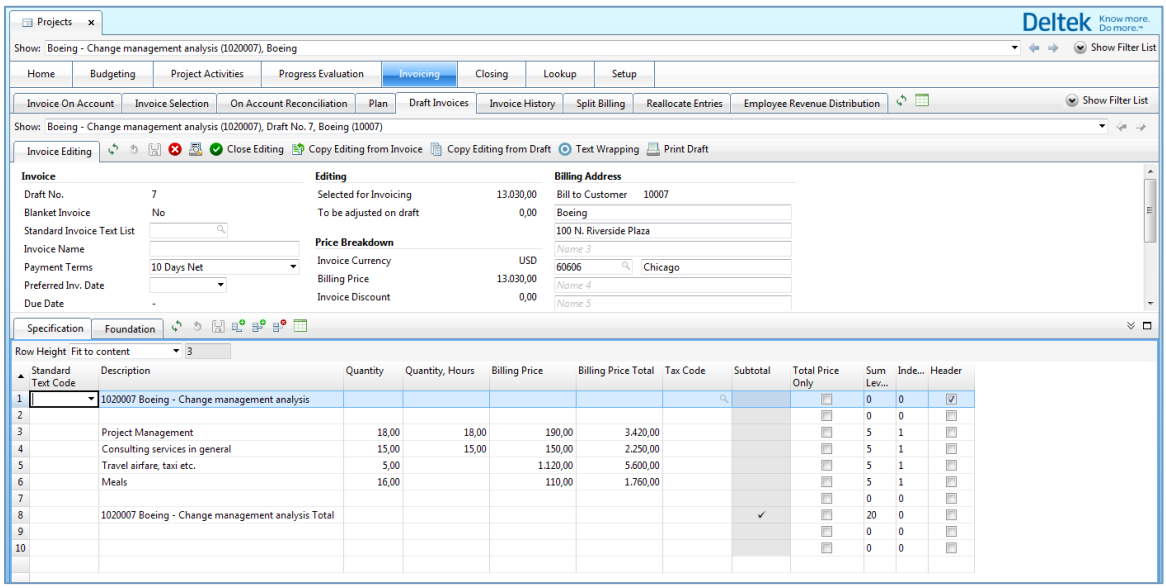
Amount, Net On Account	0,00
Tax, Net On Account	0,00

Selection, Billing Prices | Selection, Quantities | Direct Invoicing

	Level 1: Task	WIP available	WIP for Invoicing	Carry Forward	Billing Price	Write-Up/...	Realization Rate	Action	Close Balance	Dir. Inv.	Selected for Invoicing	Previously Invoiced	Total	Budgeted	Registered	Up/Down, To Date	Up/Down, Selection
1	100 - Analysis	0,00	0,00	0,00	0,00	0,00	0,00		☐	☐	0,00	4.650,00	4.650,00	4.500,00	4.650,00	0,00	0,00
2	110 - Strategic work	0,00	0,00	0,00	0,00	0,00	0,00		☐	☐	0,00	3.000,00	3.000,00	3.000,00	3.000,00	0,00	0,00
3	120 - Project Management	3.420,00	3.420,00	0,00	3.420,00	0,00	100,00	Invoice	☑	☐	3.420,00	16.150,00	19.570,00	6.800,00	19.570,00	0,00	0,00
4	130 - Method development	0,00	0,00	0,00	0,00	0,00	0,00		☐	☐	0,00	5.850,00	5.850,00	4.500,00	5.850,00	0,00	0,00
5	140 - Outsourcing	0,00	0,00	0,00	0,00	0,00	0,00		☐	☐	0,00	7.650,00	7.650,00	10.500,00	7.650,00	0,00	0,00
6	150 - Customer Meetings	0,00	0,00	0,00	0,00	0,00	0,00		☐	☐	0,00	6.020,00	6.020,00	10.450,00	6.020,00	0,00	0,00
7	160 - Consulting services in g...	2.250,00	2.250,00	0,00	2.250,00	0,00	100,00	Invoice	☑	☐	2.250,00	12.000,00	14.250,00	33.000,00	14.250,00	0,00	0,00
8	170 - Subcontractor	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
9	530 - Travel airfare, taxi etc.	5.600,00	5.600,00	0,00	5.600,00	0,00	0,00	Invoice	☑	☐	5.600,00	8.700,00	14.300,00	14.000,00	14.300,00	0,00	0,00
10	540 - Hotel	0,00	0,00	0,00	0,00	0,00	0,00		☐	☐	0,00	1.285,00	1.285,00	2.000,00	1.285,00	0,00	0,00
11	550 - Meals	1.760,00	1.760,00	0,00	1.760,00	0,00	0,00	Invoice	☑	☐	1.760,00	0,00	1.760,00	2.000,00	1.760,00	0,00	0,00
12	560 - Mileage	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
13	570 - Other expenses	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

You can drill down for more detail before you decide how much to invoice, write off, or carry forward to the following month.

After you select the entries for invoicing, a draft is created where you can edit the layout of the invoice and include additional information on the invoice, as long as total invoice figures remain the same. When you are finished, click the **Close Editing** button. Finance is notified via a To-Do and can subsequently print the invoices.



Fixed-price projects are typically invoiced according to a payment plan.

Invoicing functionality includes:

- Time and materials invoicing, including the ability to invoice, write off, or carry forward to the next period.
- Invoice layout rules to determine how the entries should be sorted and presented on the customer invoice.
- Invoice plans that show a payment plan agreed to by the customer and subsequently invoiced on account.
- The ability to base invoice plans on invoicing dates or milestones.
- Draft printing functionality for PMs.
- The ability for the Finance Department to post and print all invoices approved in one batch.
- The ability for PMs to view previously printed invoices sent to the customer on the project at any time.

Cash Collection

When invoices are sent out, it is the job of the A/R department to ensure that money is collected.

Maconomy's reminder and interest functionality can support the cash collection process. For overview purposes, the PM has access to invoice history and to the status of the cash individual invoices. A/R and others have access to A/R aging reports, providing them with a good view of the aging of unsettled

payments.

AR Transactions

Deltek Know more. Do more.™

USD

10003 Bank of America Corp.

Dates		Transaction			Balance				Original	
Entry Date	Due Date	No.	Type	Entry Text	Current	Due	Not Due	Days Due	Currency	Amount
31-01-2012	10-02-2012	10400003	Invoice	Customer Invoice	13.150,00	13.150,00	0,00	64	USD	13.150,00
28-02-2012	09-03-2012	10400004	Invoice	Customer Invoice	20.995,00	20.995,00	0,00	36	USD	20.995,00
31-03-2012	10-04-2012	10400005	Invoice	Customer Invoice	21.395,00	21.395,00	0,00	4	USD	21.395,00
Total:					**55.540,00**	**55.540,00**	**0,00**			

Credit Control

The solution includes functionality that supports the process for pursuing accurate and timely payments from your customers. The cash collections process begins with a dedicated workspace, Credit Control. This workspace lists all of your customers. You can filter it to show customers based on a number of criteria, including those with disputed invoices. You can use this filter, shown in the following figure, a launching point to enter a particular client to see all of the details related to the open AR and open/unreconciled payments.

Credit Control

Company Clients | Events Analyzer

Show: My Customers (Credit Controller) | My Contact Accounts | Customers with Open Transactions | Customers with Transactions Under Dispute | All

Now showing 1 - 24 of 24 results << Prev Next >>

	Client No.	Name	Open Amount	No. of Open Inv.	No. of Inv. Under Dispute	Amount Under Dispute	Follow Up Date	Credit Limit, Company Level	Blocked	Client Manager No.	Sales Rep. No.	Email
1	110059	test sub	0.00	1	0	0.00		1,000,000.00				
2	110060	Agape Escape	1,550.00	2	0	0.00		1,000,000.00		1006	1013	michelledizon@deltek.com
3	20000	Acme Cleaning	83,691.00	9	0	0.00	1/1/2019	1,000,000.00		1001	1027	RaymondJames@AcmeCleaning.com
4	20001	Mid-Atlantic	15,043.00	6	0	0.00		1,000,000.00		1001	1027	JamesEsquire@Mid-Atlantic.com
5	20002	Aaron Bradley	49,131.00	6	0	0.00		1,000,000.00		1001	1027	AaronThompson@AaronBradley.com
6	20003	Davis Co.	0.00	2	0	0.00		1,000,000.00		1001	1027	AlfredFletter@DavisCo.com
7	20004	ACE Ticket	110,248.00	21	0	0.00	4/5/2014	1,000,000.00		1001	1027	DavidPatrick@ACETicket.com
8	20005	ACE Ticket Cambridge	0.00	2	0	0.00		1,000,000.00		1001	1027	HowardMendell@ACETicketCambridge.com
9	20006	ACE Ticket Newton	0.00	2	0	0.00		1,000,000.00		1001	1027	MartinFish@ACETicketNewton.com
10	20007	Roberts Inc.	0.00	2	0	0.00		1,000,000.00		1001	1027	AmandaMichelle@RobertsInc.com
11	20008	Marine Science	109,549.00	15	0	0.00		1,000,000.00		1001	1027	JohnVoit@MarineScience.com
12	20009	Marine Avation	0.00	2	0	0.00		1,000,000.00		2004	1027	BryanRichards@MarineAvation.com
13	20010	Marine Costal	0.00	2	0	0.00		1,000,000.00		2004	1027	KarenConners@MarineCostal.com
14	20011	Thompson Inc.	13,855.00	6	0	0.00		1,000,000.00		1001	1027	ScottCooper@ThompsonInc.com
15	20012	American Group	31,200.00	5	0	0.00		1,000,000.00		1001	1027	LindaThomas@AmericanGroup.com
16	20013	American Fastner	0.00	2	0	0.00		1,000,000.00		1006	1027	ChrisMiller@AmericanFastner.com
17	20014	David Tocci, LLP	0.00	2	0	0.00		1,000,000.00		1006	1027	RichardGibson@DavidTocciLLP.com
18	20015	Arch	0.00	2	0	0.00		1,000,000.00		1006	1027	NicholasCash@Arch.com
19	20015	Arch	94,060.00	4	0	0.00		1,000,000.00		1006	1027	NicholasCash@Arch.com
20	20016	Anderson Inc.	13,350.00	5	0	0.00		1,000,000.00		1006	1027	RobertParker@AndersonInc.com
21	20017	Legal Services	4,750.00	5	0	0.00		1,000,000.00		1006	1027	DavidPotter@LegalServices.com
22	20018	Ackers	0.00	2	0	0.00		1,000,000.00		2004	1027	JohnNewton@Ackers.com
23	20019	Atlantic Inc	0.00	2	0	0.00		1,000,000.00		2004	1027	RonaldFender@AtlanticInc.com
24	20020	Winthrop Davis	0.00	2	0	0.00		1,000,000.00		2004	1027	MargaretTaylor@WinthropDavis.com

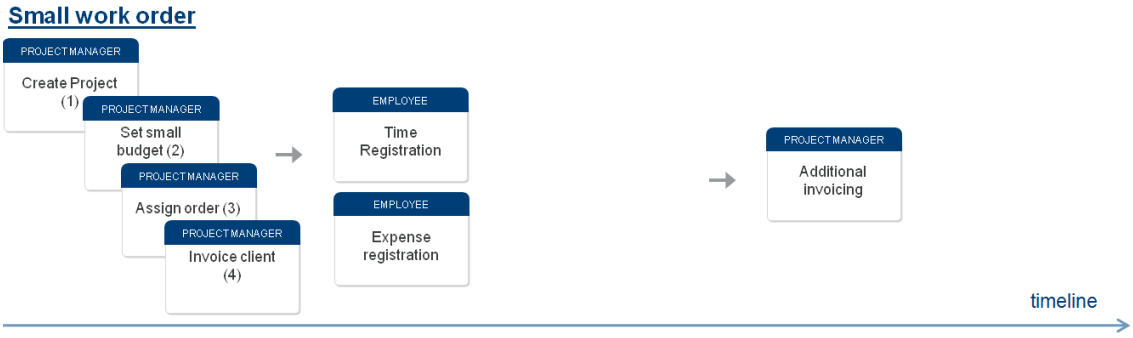
Managing Small Jobs — Improving Billability and Cash Flow

Keys to Success

The method described in the previous two topics illustrates a way of managing more complex projects and projects that have a long “production cycle.” In particular, the Management workflow is extremely useful for fixed-price projects that have a larger contract value, where you want to compare project progress to the baseline.

In many cases, a company also performs a lot of small day-to-day assignments, such as a daily consulting task or a small time and material job that you want to process quickly without setting up work breakdown structures, detailed budgets, and project plans.

With the solution comes a simple work order management solution that, in a simplified way enables you to process all of these small jobs as efficiently as possible.

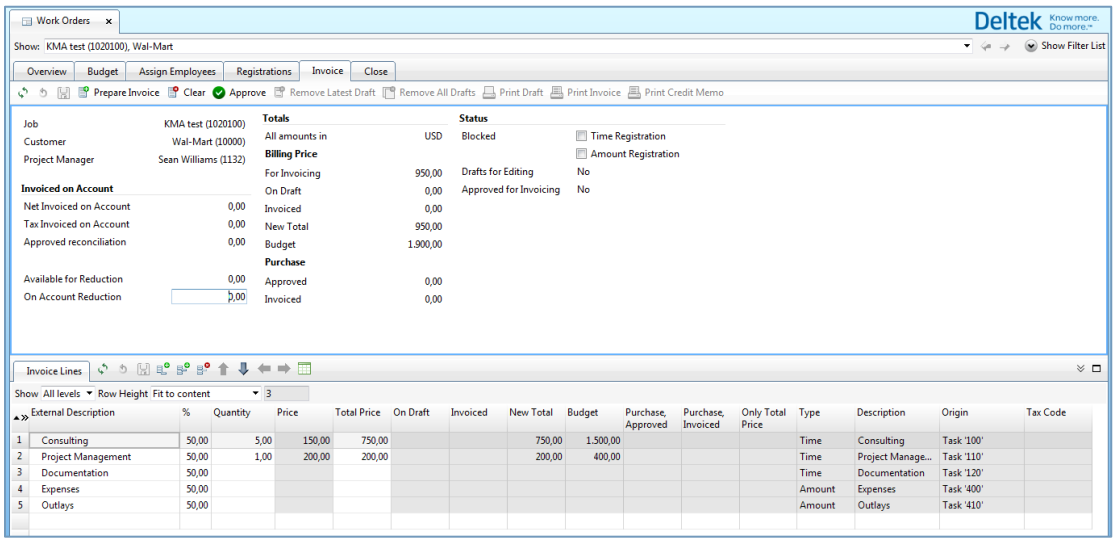


Unlike the workflow for bigger projects, the approach for small jobs is to be able to create the work order, make a simple budget, assign the work order to the person who is going to perform the work, and potentially send the invoice off immediately.

For some work orders you might not be able to invoice the client up front, waiting until the job has been completed and hours and costs have been entered. The work order module allows you to use either approach.

Work Orders in the Solution

A simplified version of the Jobs workspace has been created to support work orders. In this workspace, you can create work orders based on a wizard and easily invoice based either on the actuals or on the job budget.


Work Orders
Deltek Know more. Do more.™
Show: KMA test (1020100), Wal-Mart
Show Filter List
Overview
Budget
Assign Employees
Registrations
Invoice
Close
Prepare Invoice
Clear
Approve
Remove Latest Draft
Remove All Drafts
Print Draft
Print Invoice
Print Credit Memo
Job KMA test (1020100)
Customer Wal-Mart (10000)
Project Manager Sean Williams (1132)
Invoiced on Account
Net Invoiced on Account 0,00
Tax Invoiced on Account 0,00
Approved reconciliation 0,00
Available for Reduction 0,00
On Account Reduction 0,00
Totals
All amounts in USD
Billing Price
For Invoicing 950,00
On Draft 0,00
Invoiced 0,00
New Total 950,00
Budget 1.900,00
Purchase
Approved 0,00
Invoiced 0,00
Status
Blocked
Time Registration
Amount Registration
Drafts for Editing No
Approved for Invoicing No
Invoice Lines
Show All levels
Row Height Fit to content
3
External Description % Quantity Price Total Price On Draft Invoiced New Total Budget Purchase, Approved Purchase, Invoiced Only Total Price Type Description Origin Tax Code
1 Consulting 50,00 5,00 150,00 750,00 750,00 1.500,00 Time Consulting Task '100'
2 Project Management 50,00 1,00 200,00 200,00 200,00 400,00 Time Project Manage... Task '110'
3 Documentation 50,00 Time Documentation Task '120'
4 Expenses 50,00 Amount Expenses Task '400'
5 Outlays 50,00 Amount Outlays Task '410'

Improving Utilization — Deltek People Planner (Add-On)

Keys to Success

Improving utilization is one of the toughest challenges in any Professional Service Organization. Most firms have a vision for improving utilization, but they struggle with balancing short-term firefighting, long-term pipelines, and mixed utilization rates of employees.

For most companies, the challenge is that they do not have an overview of their resource situation. At the very best, firms have local spreadsheets for small departments, but no corporate overview.

We offer the following initiatives to help you to increase successful resource management.

Initiative	Description
1. Get management attention	Set the right foundation for resource planning—this requires discipline, so be clear on processes and goals—and get management's attention to this; otherwise, companies tend to stay on the same course.
2. Apply simple project planning	Make planning simplified—assign at the project level and by week. Goal number one is to achieve a corporate resource overview. Do not focus on project management, but purely on project planning to achieve the corporate resource overview.
3. Remove Excel spreadsheets and apply corporate overview	Department Managers protect their resources by maintaining their own overviews. Eliminate local spreadsheets, and move to one corporate solution.
4. First focus on short term then on long term planning	The first priority is to get a resource overview for the coming three to four months to see where there is over-utilization and under-utilization. Then you should focus on long-term planning and include your pipeline projects in the resource overviews.
5. Engage people	People are more likely to achieve higher utilization when they are engaged in the planning of the assignments they are working on. When all of the preceding steps are completed, engage people in the planning.

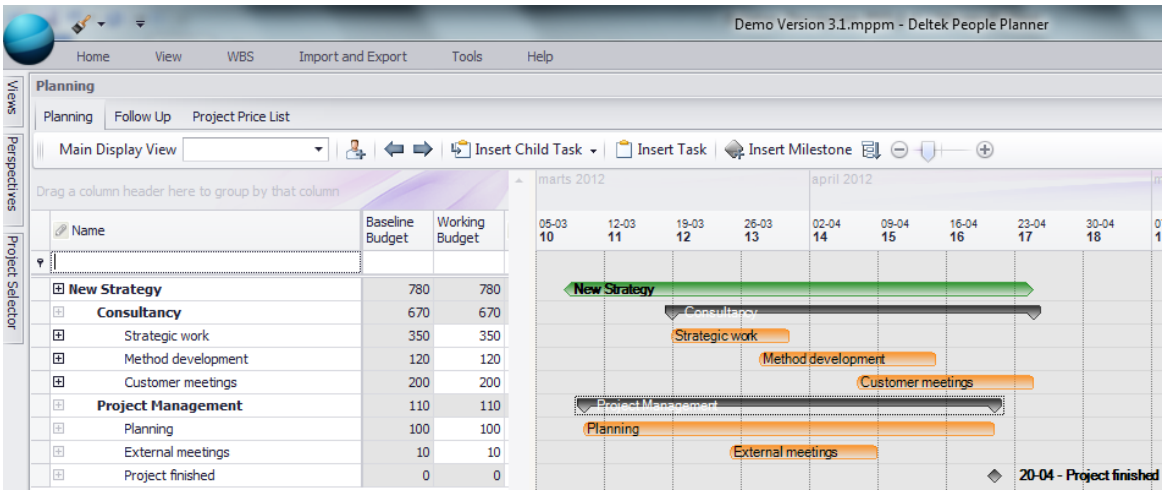
Overview of People Planner

People Planner is a project and resource management tool that combines project planning and resource management in one solution. This solution is completely integrated with the Maconomy Project

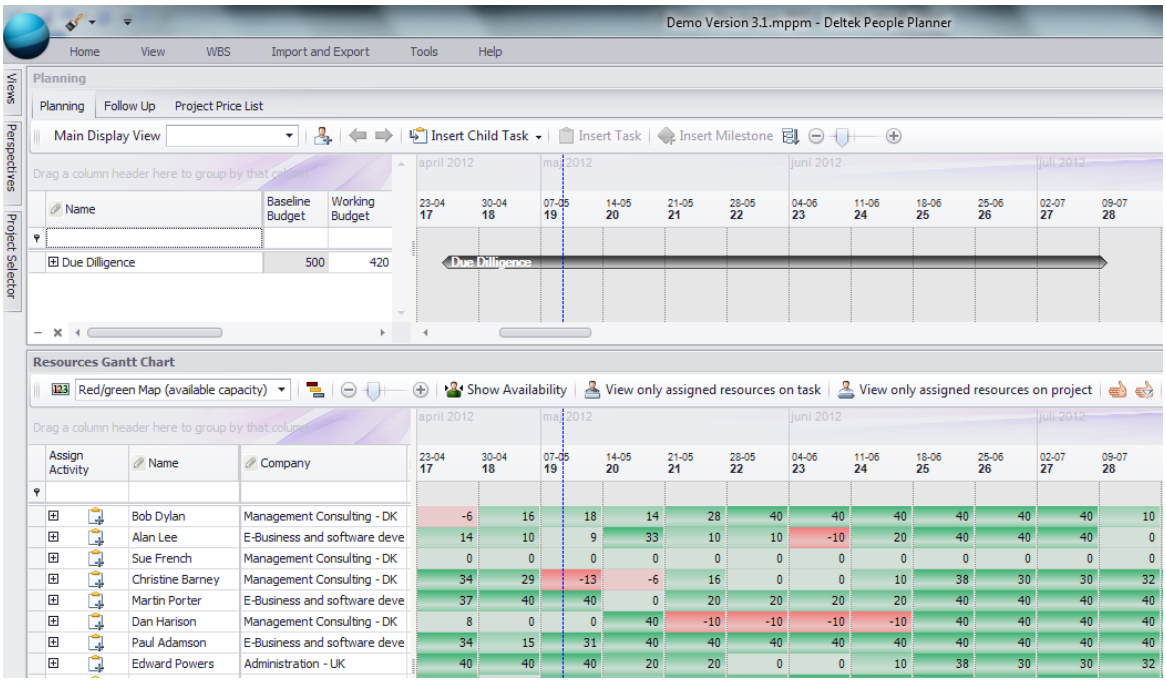
Management solution, which means that dimensions, projects, customers, and so on are available throughout the Maconomy PSO Solution, resulting in a solution with little or no data redundancy.

Project Planning and Staffing

People Planner offers project planning capabilities, enabling you to break down the project (full WBS), or inherit the WBS and budget from Maconomy. In the project planning window, you can set the timeline for the project in a graphical user interface. In the same project planning window, you can enter the budget values for the project or derive the values from the budget.



Most companies use a very simple approach to project staffing to ensure that all plans are always fully updated, although the People Planner software supports planning on all levels of the WBS. This means that project staffing is performed at the project level. In the following figure, you can see the Project Planning tab in the top of the window. The project plan is synchronized with the Resource Gantt Chart at the bottom, where you can search for available resources while you create the project plan.

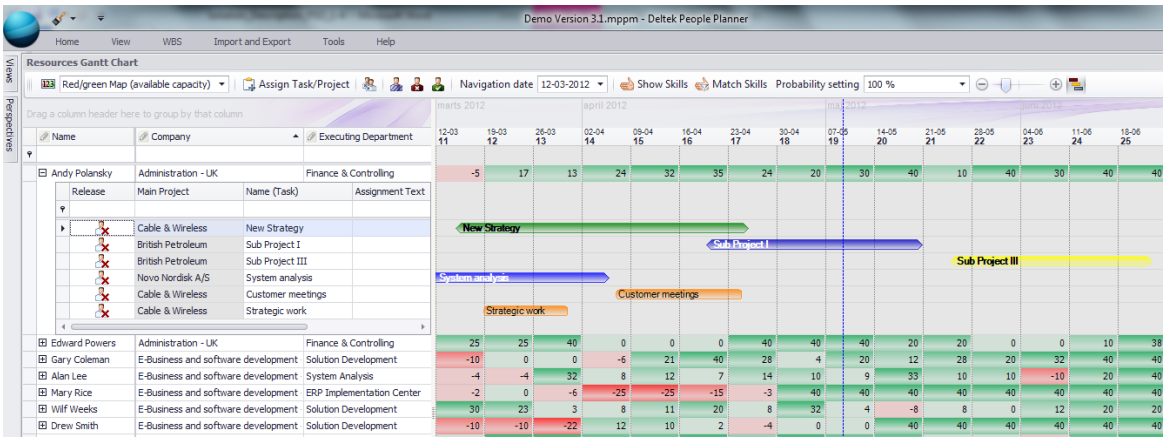


When all projects are planned in this way it ensures that the complete resource situation is updated and provides resource managers with a full overview that enables them to spot available capacity that can be better utilized.

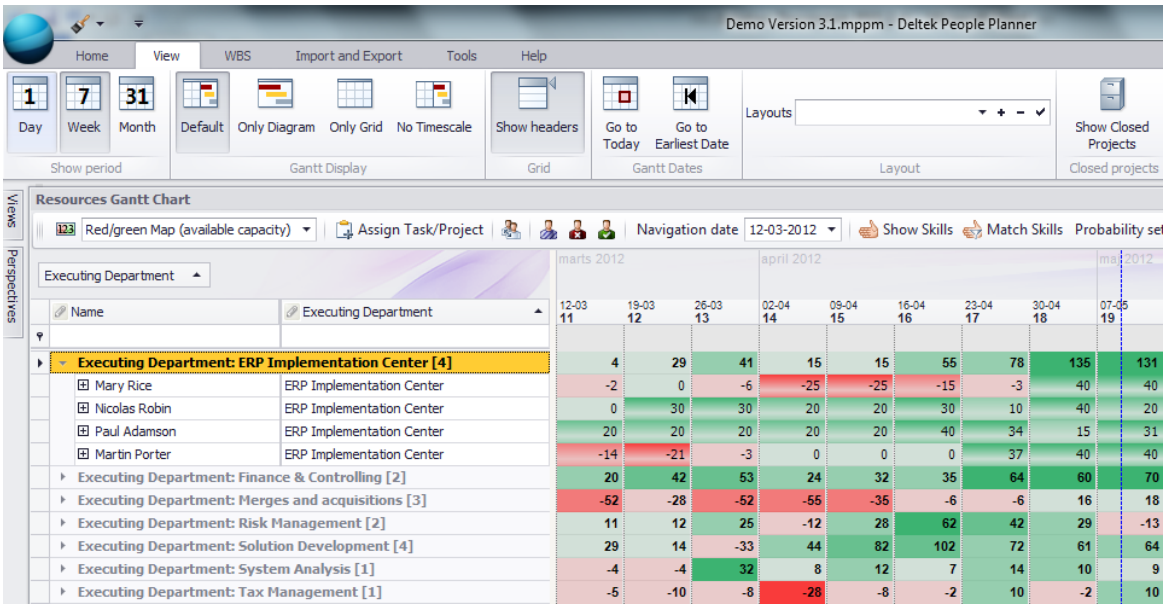
Resource Management — Short-Term Planning and Optimization

Department Managers can view the capacity of their resources in the Resource Gantt Chart. Using a simple drop-down list, you can select exactly how you want to view capacity for your personnel.

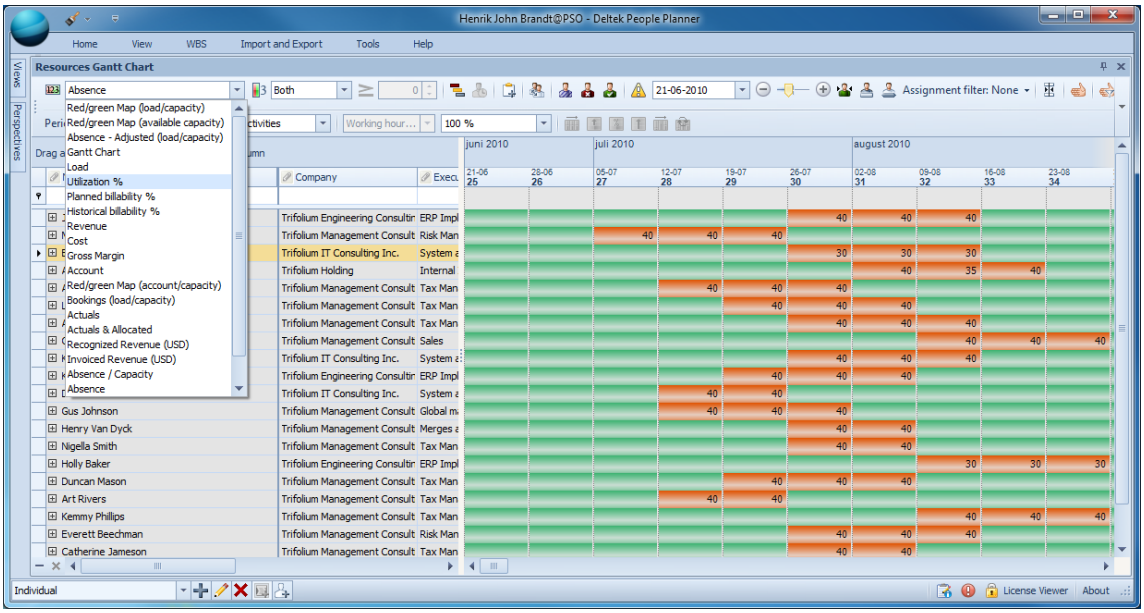
When you expand a resource line, you can see the projects to which the individual employee is assigned. You can move these tasks around graphically, or you can change the view to numbers, and then add the number of hours to the individual project or task.



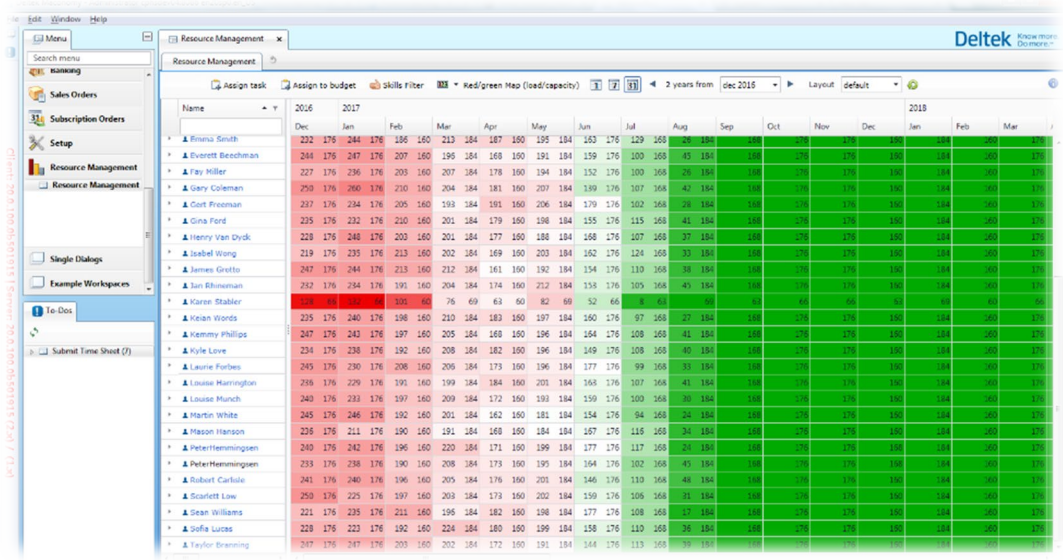
The resource overview is dynamic, which means that you can drag any column in the grid to the free area. This enables you to view the available capacity according to any grouping that you select. You can also switch the view to plan by day, week, or month (shown in the following figure).



People Planner enables Department Managers to view resources in different ways from one workspace. When you select a view in the drop-down list, you can see resource planning details for your employees, such as an Absence overview as shown in the following figure.

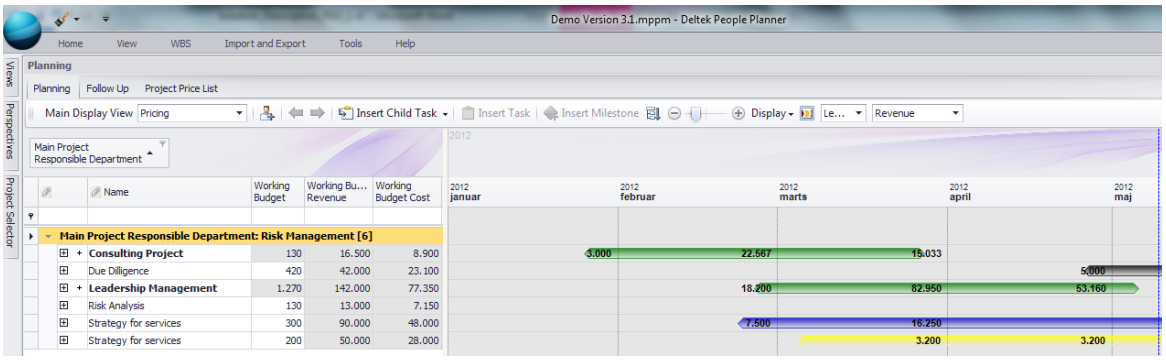


As well as accessing People Planner via its own Windows Application, you can also access the majority of core resource management functionality from a component that is embedded in the Maconomy Workspace Client and in iAccess:



Revenue Forecasting Based on Resource Plans

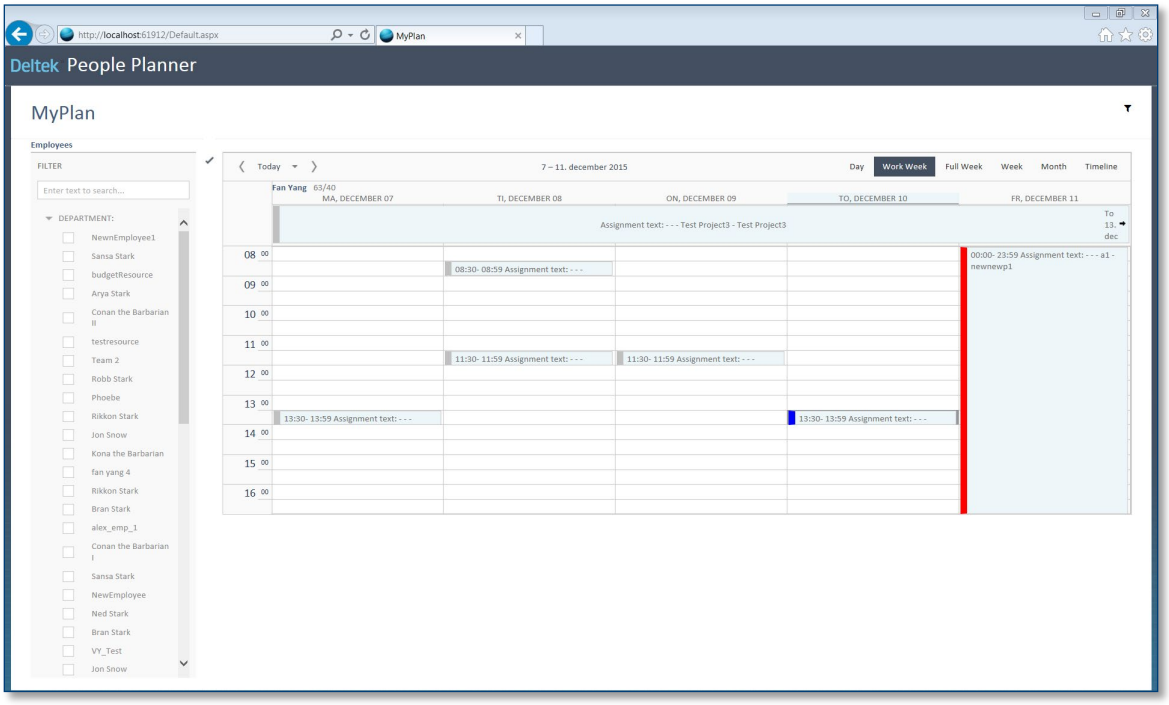
Based on allocated resources on projects, you have a full overview of the future revenue stream, because the actual price is set on each allocation. This allows you to view the entire revenue forecast based on your project and resource plans.



MyPlan

To enable a more effective execution of activities and better resource management, employees are informed about assignments in a web-based front end (see the following figure). This can be embedded in the Maconomy Workspace Client and accessed standalone from a browser. Beginning with Maconomy 2.5.2, MyPlan is also made available as a dedicated workspace in iAccess.

MyPlan enables employees to view the assignments and tasks that they need to complete.



Employees can also book themselves on projects, and those bookings flow into the corporate resource overview.

Win New Business and Manage Clients — CRM (Add-On)

Keys to Success

There are two goals to focus on when it comes to ensuring a strong revenue stream and growing your business. The first is to win new business, and the second is to have profitable projects for existing clients.

Winning new business requires so much more than just having a solution that provides you with the right information. It is essential that you monitor client performance as well as your pipeline.

The following steps are essential when it comes to getting control of information related to growing your business.

Area	What To Do
1. Ensure client performance insights	Ensure that you have full visibility of clients and client segments to understand which segments are most profitable.
2. Capture sales opportunities	Ensure that you capture all leads in a structured way and can follow them through the sales funnel.
3. Control sales pipeline	Get complete visibility of your sales pipeline and know where the opportunities are in the process. Use pipeline as a follow-up tool and measurement for sales peoples' performance.
4. Ensure ability to deliver	Migrate your pipeline into your resource planning to ensure that you have available resources to deliver when projects are signed.
5. Bridge from sales to execution	Prevent scope creep during delivery by creating estimates on opportunities as the foundation for the project manager's baseline budget. This will enable you to reduce any loss from sales to execution.

Customer Relationship Management (CRM)

Deltek Maconomy offers two CRM solutions: a standard Maconomy module providing basic CRM workflows in the workspace client and an integration to Deltek CRM providing more advanced capabilities and user experiences.

Both CRM solutions offer a tight integration to the Maconomy ERP solution enabling the CRM users to manage relationships, contacts, opportunities, and pipeline for both existing and potential customers.

When an opportunity has reached a certain stage it is possible to create a project in Maconomy based on the CRM data, which users can use for budgeting, resource assignments, time registration, and so on.

Fact-Based Decisions — Reporting

Keys to Success

Many Controllers spend a lot of time gathering information for management and others to ensure that they have the right information at hand.

This often results in a package of reports whose recipients do not always know their significance, and as a result, they do not see the full value of the data in the report. Sometimes it is –extremely difficult to extract the correct data from disparate solutions.

The following table provides recommendations for providing your organization and its users with the correct information.

Area	What To Do
1. Define the right KPI framework	Make sure that you define a KPI framework that is aligned with the strategic objectives of the company.
2. Apply this KPI framework to your registration model	Make sure to implement a business information model that supports your KPIs, and make sure that your ERP solution gives you the ability to reach the data behind these KPIs.
3. Reflect the KPI framework in peoples' performance matrix	Implement a framework where people's performance is measured on the KPIs, and make sure that they have the ability to reach their goals. This increases the focus on the objectives and the reports themselves.
4. Apply a role-based reporting package	Implement a reporting package that is targeted at the different roles in your company, so that employees in each role get the information that they need—nothing more, nothing less.

The Core Business Model for Financial Transparency topic presented the foundation in terms of providing the right entry model—that is, ensuring that you define the right dimensions, right revenue recognition principles, and so forth.

This topic focuses on how we have approached step 4, by delivering a role-based reporting package, which meets the needs of the different roles in your company.

BPM

The PSO solution is delivered with a number of standard template reports available through Maconomy Business Performance Management (BPM).

With Maconomy, more than 60 standard BPM reports are available within Finance Reporting, Project Reporting, Employee Reporting, CRM Reporting, Customer Reporting, Vendor Reporting, and Bank Reporting.

The reports offer the following functionality:

- Drill-down functionality. The reports allow you to drill down from a high level (for example, from company) to a lower level (for example, entry level).
- You can print all reports or save them as PDFs.

- All reports are web-based and can be run embedded in the Workspace Client, taking advantage of single sign-on or silent sign-in for seamless access.
- All reports run in real time against the database.
- Maconomy's reporting solution is based on Business Objects.

Standard Reports — Project Management (BPM)

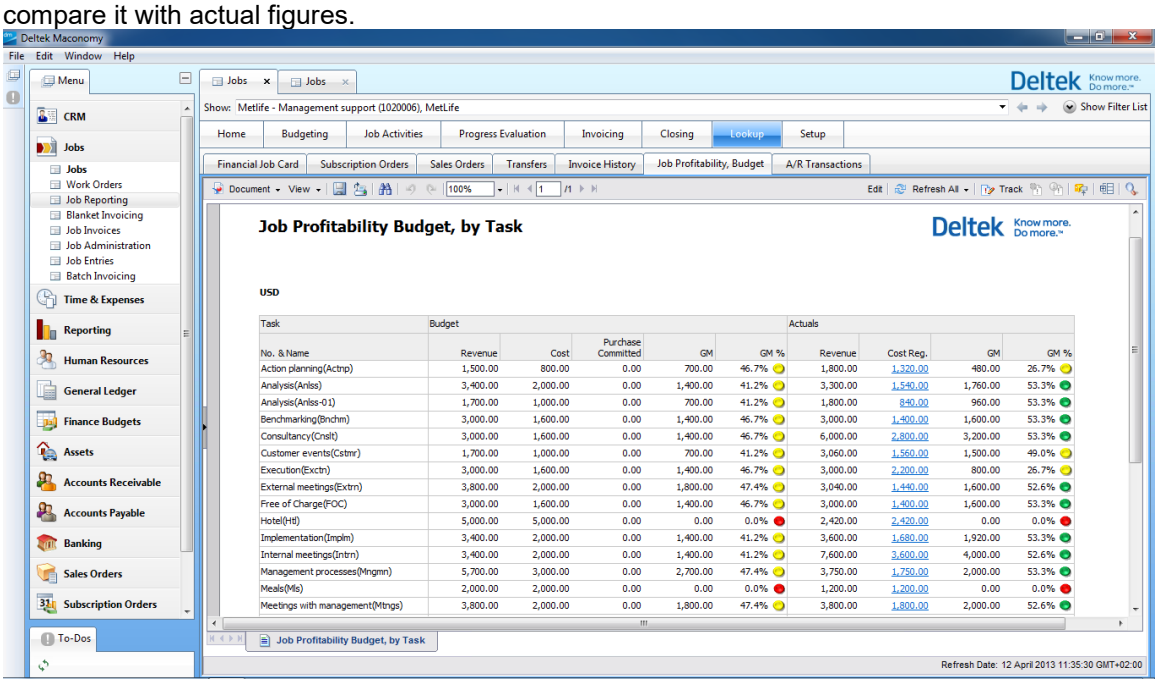
The following standard project reports are targeted toward the Project Manager role. The reports show information about projects and activities on the projects.

Project Profitability Summary (and Summary by Job)

This report provides Finance Controllers, Account Managers, Project Managers, and management with a high-level overview of the financial status of active projects. The report shows summary information on actual versus budgeted costs, WIP, billings, and purchases. From this report, you can drill down to project status details.

Project Profitability Budget (and Budget by Task)

This report provides Project Managers with a status of actual versus budget figures on the projects. The report can be created for a given project or a range of projects. You can see the baseline budget and compare it with actual figures.



Task	Budget					Actuals			
No. & Name	Revenue	Cost	Purchase Committed	GM	GM %	Revenue	Cost Reg.	GM	GM %
Action planning(Actnp)	1,500.00	800.00	0.00	700.00	46.7%	1,800.00	1,320.00	480.00	26.7%
Analysis(Anlss)	3,400.00	2,000.00	0.00	1,400.00	41.2%	3,300.00	1,540.00	1,760.00	53.3%
Analysis(Anlss-01)	1,700.00	1,000.00	0.00	700.00	41.2%	1,800.00	840.00	960.00	53.3%
Benchmarking(Bnchm)	3,000.00	1,600.00	0.00	1,400.00	46.7%	3,000.00	1,400.00	1,600.00	53.3%
Consultancy(Cnslt)	3,000.00	1,600.00	0.00	1,400.00	46.7%	6,000.00	2,800.00	3,200.00	53.3%
Customer events(Cstmr)	1,700.00	1,000.00	0.00	700.00	41.2%	3,060.00	1,560.00	1,500.00	49.0%
Execution(Exctn)	3,000.00	1,600.00	0.00	1,400.00	46.7%	3,000.00	2,200.00	800.00	26.7%
External meetings(Extrn)	3,800.00	2,000.00	0.00	1,800.00	47.4%	3,040.00	1,440.00	1,600.00	52.6%
Free of Charge(FOC)	3,000.00	1,600.00	0.00	1,400.00	46.7%	3,000.00	1,400.00	1,600.00	53.3%
Hotel(Htl)	5,000.00	5,000.00	0.00	0.00	0.0%	2,420.00	2,420.00	0.00	0.0%
Implementation(Implm)	3,400.00	2,000.00	0.00	1,400.00	41.2%	3,600.00	1,680.00	1,920.00	53.3%
Internal meetings(Intrn)	3,400.00	2,000.00	0.00	1,400.00	41.2%	7,600.00	3,600.00	4,000.00	52.6%
Management processes(Mngmn)	5,700.00	3,000.00	0.00	2,700.00	47.4%	3,750.00	1,750.00	2,000.00	53.3%
Meals(Mls)	2,000.00	2,000.00	0.00	0.00	0.0%	1,200.00	1,200.00	0.00	0.0%
Meetings with management(Mtngs)	3,800.00	2,000.00	0.00	1,800.00	47.4%	3,800.00	1,800.00	2,000.00	52.6%

Project Profitability Periodic

This report provides central profitability figures for the selected period and for a specified number of periods preceding it. The budget figures are taken from the latest approved revision of the periodic job budget.

Project Profitability Transactions

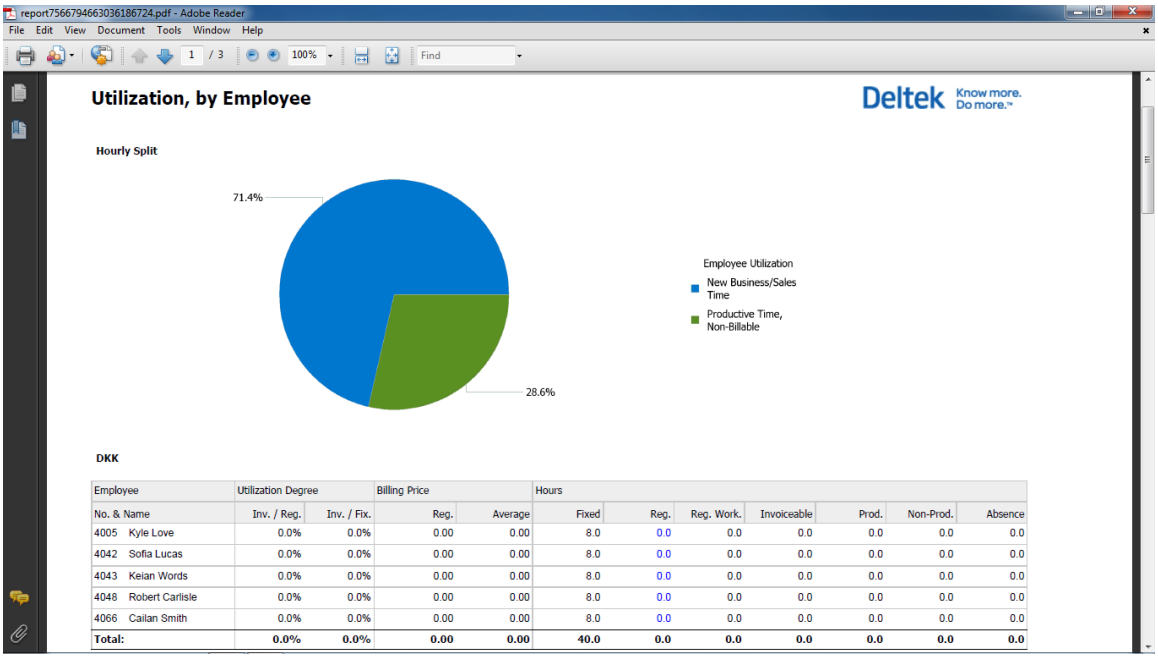
This report provides detailed information about transactions and entries on the projects for which you are responsible.

Standard Reports — Department Management (BPM)

The information in the manager reports is intended for Managers, Department Managers, and Finance roles. The content of the reports is based on P&L key figures, customer profitability, employee utilization, employee realization, and so on.

Resource Utilization

This report enables the Department Manager and management to monitor resource utilization. The report summarizes on the company and department level and allows you to drill down to the different departments and view the utilization by employee (for example, the sales price per hour, hours on internal and external projects, and so forth). You can also drill down to the individual employee level to see how he or she performed on different projects to reach the utilization shown on the previous level.



Employee		Utilization Degree		Billing Price		Hours						
No. & Name		Inv. / Reg.	Inv. / Fix.	Reg.	Average	Fixed	Reg.	Reg. Work.	Invoiceable	Prod.	Non-Prod.	Absence
4005	Kyle Love	0.0%	0.0%	0.00	0.00	8.0	0.0	0.0	0.0	0.0	0.0	0.0
4042	Sofia Lucas	0.0%	0.0%	0.00	0.00	8.0	0.0	0.0	0.0	0.0	0.0	0.0
4043	Keian Words	0.0%	0.0%	0.00	0.00	8.0	0.0	0.0	0.0	0.0	0.0	0.0
4048	Robert Carlisle	0.0%	0.0%	0.00	0.00	8.0	0.0	0.0	0.0	0.0	0.0	0.0
4066	Cailan Smith	0.0%	0.0%	0.00	0.00	8.0	0.0	0.0	0.0	0.0	0.0	0.0
Total:		**0.0%**	**0.0%**	**0.00**	**0.00**	**40.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**

In addition, the following set of reports is available:

- **Customer profitability** — This report provides managers with an overview of the profitability of each customer. The profitability can be measured in terms of such items as “Revenue,” “Gross Margin I,” “Gross Margin II,” and “Write-ups/Downs.”
- **Sales pipeline** — This report shows the pipeline based on entered opportunities accrued over time. This report requires the CRM add-on.
- **Realization** — This report provides an overview of realized numbers for individual employees in terms of hours for invoicing, invoiced hours and values, adjustments up and down, and earnings per employee.

Standard Finance Reports (BPM)

The standard finance reports are used by the Finance Department, especially controllers and CFOs. The data in these reports focuses on finance data, and to some extent data from the Project Management solution. The following set of finance reports are available in addition to those mentioned previously.

Report	Description
AP Aging	Shows aging unpaid transactions for individual vendors down to single transactions, including aged numbers by month.
AR Aging	Shows aging unpaid transactions for individual customers for separate projects down to the single transaction. Typically shows numbers aged by month and including DSO.
WIP Aging	Shows the value of the work in terms of work in progress (WIP), both on revenue and cost, including invoiced and recognized revenue in total. It also provides the ability to show accrued WIP. This can be grouped by company, customer, project, project manager, and so on.
WIP Aging Transactions	Shows the balance between what has been entered (or revenue recognized) and what has been invoiced and aged over time.
Profit & Loss	Displays the financial postings of all profit and loss accounts, summarized for the chosen fiscal periods. One view compares the periodic amounts to the year-to-date amounts, and another compares the periodic amounts to the amounts from the corresponding fiscal periods for another year. This report compares all actuals with budgeted amounts, based on a budget model.
Profit & Loss Periodic	Shows company or department performance, month-by-month, comparing actuals to budget on an account basis structure.
Profit & Loss Fiscal Year	Shows P&L performance numbers month-by-month for the full fiscal year.
Profit & Loss Dimension	Uses the same format as the P&L report, but does not compare the period data to data of other periods. It groups data by an additional, selected dimension and is aligned in columns. For example, you can have the report group data by department and present one column for each department
Balance Sheet	Displays the financial balances of all balance sheet accounts, summarized for the selected fiscal periods: One view compares the periodic amounts to the year-to-date amounts, and another compares the periodic amounts to the amounts from the corresponding fiscal periods for another year. The year-end closing account displays the total retained earnings. This amount is based on the year-end closing amount from the previous year plus the total amount of current-year earnings (profit & loss) for the selected fiscal periods.
Trial Balance	Displays all financial postings summarized for the selected fiscal periods for each account. Both profit and loss and balance sheet accounts are included.
Trial Balance Analysis	This report is the same as the Trial Balance report, but with drilling over the dimension grouping levels.

Report	Description
Trial Balance No Grouping	This report is the same as the Trial Balance report, except that it displays two columns—Account No and Account Name—instead of the hierarchical structure provided by the dimension grouping.
Finance Transactions	Displays detailed information about the finance transactions for selected fiscal periods, as well as specified restrictions by account, company, and so on. You can display amounts in account, company, or enterprise currency, or using a selected reporting currency. Amounts are grouped by currency, company, and account.
Cash Flow Statement	Provides an overview of cash flow actual amounts for a selected set of fiscal periods. The report consists of three main sections: ▪ **Opening Balance** — This section includes only one summary line for all accounts selected. ▪ **Closing Balance** — This section includes only one summary line for all accounts selected. ▪ **Movement** — This section has a table in which each line displays information about the actuals posted to the corresponding group of accounts. The structure of this section uses the first two levels of the dimension grouping. Totals for the section display as a separate line named Net movement.
Cash Flow Statement, By Dimension	Provides an enhanced version of the Cash Flow Statement, which provides an overview of cash flow opening, movement, and closing balances as of a selected period.
Cash Flow Forecast	Provides an overview of cash flow budget data for a selected set of fiscal periods.
Bank Reconciliations	Displays the financial bank reconciliations performed for each bank account. Both reconciled and outstanding amounts are displayed.

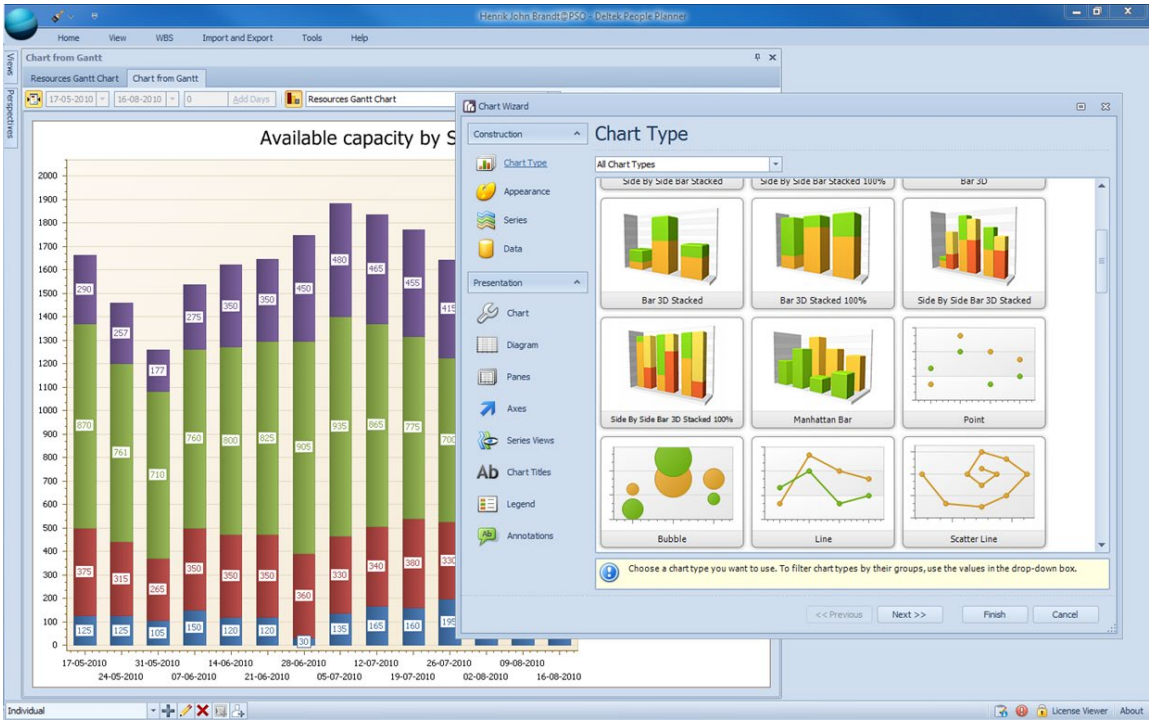
Analyzer

The Analyzer is a standard reporting tool available in most modules in the solution. With this powerful ad hoc reporting tool, you can define rows and columns by selecting database fields directly in the database. You can view the output of the reports as tables, pie charts, bar charts, or exported content to Excel.

For each report that you create, you can set selection criteria can be set from report to report. Reports can be saved for each user, and the reports can be exchanged between users.

Reporting in People Planner – Resource Management (Add-On)

The resource management solution functions to a great extent as a graphical reporting tool based on WYSIWYG. This enables you to print what you see dynamically on the screen. In addition, via the People Planner Windows Application this allows you to create charts that are similar to Excel charts. Charting is not currently part of the embedded functionality available from within the Maconomy Workspace Client.



Resource Management Reports (BPM) — People Planner (Add-On)

The following set of reports are available if your company purchases a People Planner solution and includes the BPM solution.

People Planner provides standard reporting facilities. However, as you often want to combine past performance with future plans, the following sets of template reports are also available.

Resource Overview

This report provides insight into plans for booked hours, planned utilization percentage, revenue, cost, gross margins, or load/available capacity.

The report includes a chart on a separate tab to let you view the same data in graphic format.

Resource Overview - Utilization

Data generated: 6/11/09
Criteria: Period: from 6/1/09 to 8/31/09; View: by Month; Show: Utilization

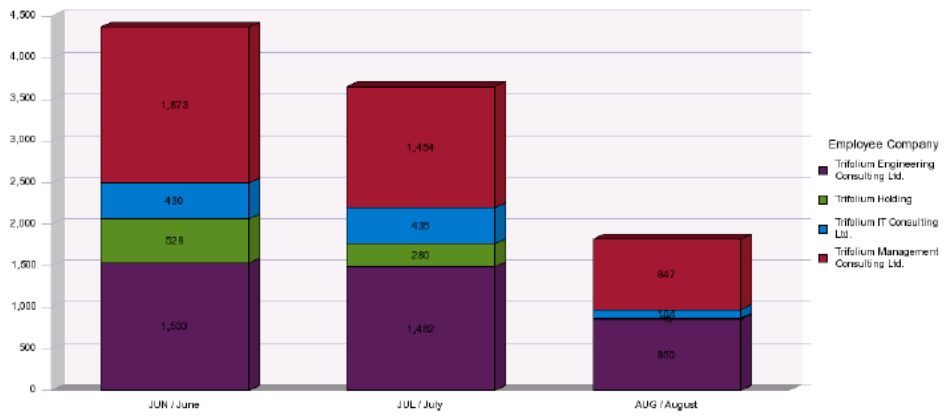
Filters: Trifolium Engineering Consulting Ltd.

Department	June	July	August	Total:
E-business	77%	11%		29%
ERP Implementation	61%	67%	37%	56%
Method development	29%	35%	47%	37%
Solution development	67%	84%	61%	71%
System distribution	53%	34%		29%
Total:	60%	56%	35%	50%

The report "Resource Bookings" showing utilization% per month on department level

Resource Overview (Graph) - Bookings

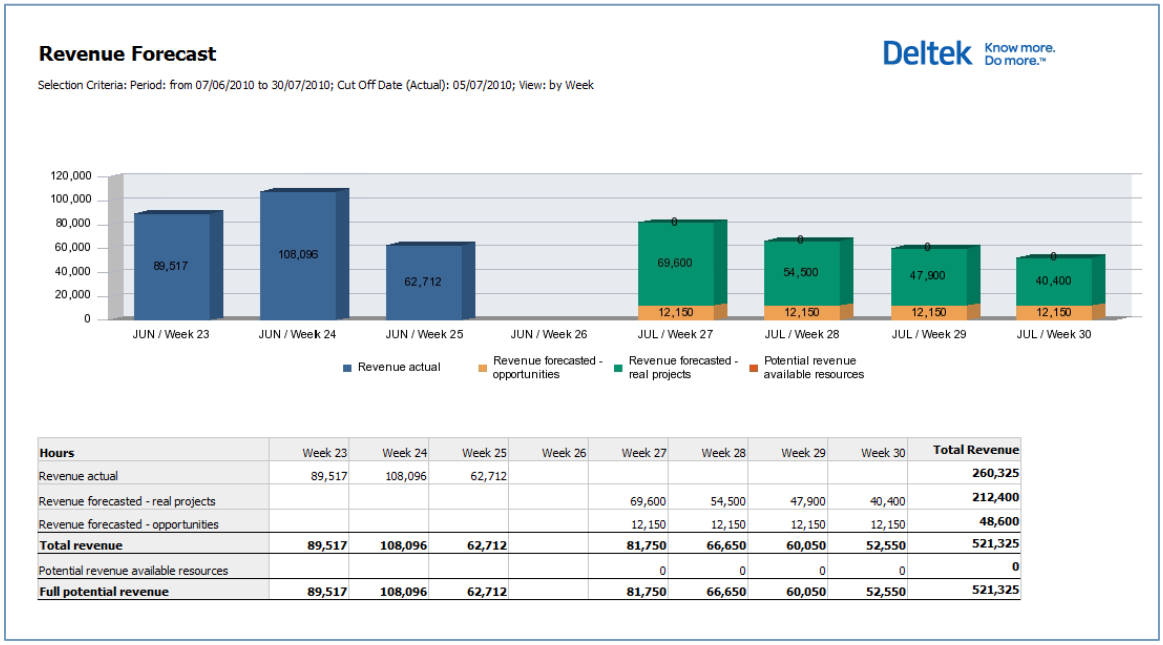
Data generated: 6/11/09
Criteria: Period: from 6/1/09 to 8/31/09; View: by Month; Show: Bookings



The report "Resource Bookings" showing bookings per month on company level illustrated in a graph

Resource Forecast

This report compares past performance in terms of generated revenue, for example, for a certain department or business unit combined with planned revenue split between potential opportunities and real projects. The report also calculates the potential revenue of the remaining available capacity.



Hours	Week 23	Week 24	Week 25	Week 26	Week 27	Week 28	Week 29	Week 30	Total Revenue
Revenue actual	89,517	108,096	62,712						**260,325**
Revenue forecasted - real projects					69,600	54,500	47,900	40,400	**212,400**
Revenue forecasted - opportunities					12,150	12,150	12,150	12,150	**48,600**
Total revenue	**89,517**	**108,096**	**62,712**		**81,750**	**66,650**	**60,050**	**52,550**	**521,325**
Potential revenue available resources					0	0	0	0	**0**
Full potential revenue	**89,517**	**108,096**	**62,712**		**81,750**	**66,650**	**60,050**	**52,550**	**521,325**

In addition to the reports described previously, the following set of reports is available:

- **Resource Load** — Shows total resources load by company or department, comparing planned hours on projects and opportunities benchmarked against total capacity.
- **Resource Load Days** — Shows planned projects and the value of these compared to the actual capacity. You can view them by company, by department, or by resource.
- **Project Forecast (Multiple Projects)** — Shows actual hours divided by week or month to compare with planned hours. This shows you the total number of planned hours for a range of projects.
- **My Plan** — Shows the personal plan of an employee to offer an overview of his or her tasks in the coming period.

Finance and Back-Office Processes

Introduction

In the sections *The Core Business Model for Financial Transparency* and Fact-Based Decisions — Reporting, the core principles of the solution were described, in terms of dimension setup, revenue recognition principles, pricing, and so forth. This topic focuses on the modules that are used by different finance persons, such as A/R, A/P, General Ledger, Fixed Assets, and Finance Budgeting.

The following processes relate to back-office functions and are only relevant to the Finance Department.

Accounts Receivable

The PSO Solution has a fully integrated Accounts Receivable (A/R) module. The module is preconfigured, but you typically make changes to this configuration during the implementation, such as creating the correct payment terms, interest principles, currencies, countries, and so on.

In the A/R module, the Finance Department can handle the following processes:

- Set up template customers to be used when creating customers.
- Set up approval hierarchies for new customers and changes to customer data.
- Use linking rules to set up hierarchies between customers (for example linking customers that are part of the same group and therefore may have identical payment terms).
- If you run a multi-company setup (with multiple legal companies in the Maconomy database), you can share the same customer number and still manage customer data by legal company
- Control cash collection to ensure your cash flow.
- Set up interest charge principles and run a total interest charge selection posted in the General Ledger and A/R and subsequently printed as interest charge notices.
- Create reminder selections and print out a batch of all reminders to customers.
- Reconcile customer payments.
- Print standard reports for balance and aging lists, as well as open customer entry statements.
- Look up customer entries.

Accounts Payable

The PSO Solution has a fully integrated Accounts Payable (A/P) module. The module is preconfigured, but you typically make relevant changes to this configuration during the implementation, for example, to set up correct payment terms, vendor groups, currencies, countries, and so forth.

In the A/P module, the Finance Department can handle the following processes:

- Set up template vendors to be used when creating vendors.
- Set up approval hierarchies for new vendors and changes to vendor data.
- Handle requisitions and purchase orders as described in the Improving Project Management section.
- Set up approval hierarchies for vendor invoices to comply with company purchase policies.
- Enter and post vendor invoices including pre-entered invoices.

- Reallocate vendor invoices.
- Reconcile vendor invoices against manual payments.
- Print standard reports for balance and aging lists, as well as open vendor entry statements.
- Look up vendor entries.

General Ledger

The General Ledger module is included and preconfigured in the solution. The project management module described in the Improving Project Management and From Order to Cash — Improve Billability and Cash Flow topics is completely integrated into the General Ledger module, which makes General Ledger a central part of the Maconomy solution. Because the modules are fully integrated, there are no balance differences between the General Ledger and the other modules in Maconomy. This saves time for the Finance Department.

The functionality in the General Ledger module allows you to:

- Create an unlimited number of legal entities in the same database. Each legal entity can have a different currency.
- Create and structure the Chart of Accounts and the 12 dimensions.
- Set up different fiscal years for each legal entity.
- Post manual entries through a general journal, post on all 12 dimensions, and make postings across the Accounts Receivable and Accounts Payable modules.
- Copy and automatically reverse general journals.
- Use templates for general journals.
- Reallocate entries in batches.
- Perform finance reconciliations on selected accounts.
- Set up G/L allocation combinations (to restrict the postings on accounts).
- Set up company allocation combinations (to restrict the postings on different companies if multiple legal companies exist).
- Handle tax setup using tax tables for each legal entity.
- Handle tax settlements for each legal entity.
- Perform the year-end closing for each legal entity, which you can run several times for a fiscal year.
- Handle the intercompany balance between two legal entities by creating and printing physical invoices. You can decide whether these invoices should include VAT. The solution can also calculate interest on each intercompany balance, allowing invoicing of interest amounts.
- Look up information at the account ledger, dimension ledger, or even G/L entry level.
- Use standard reports for trial balances, tax reports, and so forth.

Finance Budgeting

The solution includes a Finance Budget module where the finance budgeting takes place at least once a year. This is typically done by the executive management, as they set strategic goals for the upcoming fiscal period. Based on these goals, the Department Managers are responsible for creating detailed budgets to match the strategic goals. The budget is typically revised on a quarterly basis.

The Finance Budget module is not meant to be used for simulating data. Spreadsheets like MS Excel are much better tools for that purpose. Accordingly, the Finance Budget module is mainly used for storing budget data after the budget has been approved by management and the board.

Typically, most companies provide the finance budgets in Excel and import them into Maconomy's budget module using standard APIs.

In the Finance Budget module, the Finance Department can handle the following processes:

- Create budget models (for example 2013, 2014)
- Work with budget types such as Forecast 1 - 2014, Forecast 2 - 2014, and so on
- Budget on all dimensions
- Import/export data using spreadsheets
- Print standard reports for budget inspections and so forth
- Look up budget entry history

Reports are then available for tracking performance against the set budget as shown in the following figure, which displays a P&L for a department by month, quarter, and year-to-date.

Profit and Loss, Periodic

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10 Trifolium Consulting NY Inc.

	2013-01			2013-02			2013-03			2013-04		
Account	Movement	Budget	Variance	Movement	Budget	Variance	Movement	Budget	Variance	Movement	Budget	Variance
Net Income												
Result Before Tax												
Result Before Tax and Financial Costs												
40000 Commissions	-124	-111,780	111,656	-161	-177,610	177,449	-97	-97,850	97,753	-107	-99,120	99,013
40010 Uninvoiced fees	-35	0	-35	-36	0	-36	-33	0	-33	-14	0	-14
40020 Fees	-17,831	-16,027,742	16,009,911	-23,174	-25,466,324	25,443,150	-13,909	-14,029,650	14,015,741	-15,280	-14,210,272	14,194,992
40040 Licenses	-3,271	-2,943,872	2,940,601	-4,252	-4,677,486	4,673,234	-2,551	-2,576,874	2,574,323	-2,807	-2,610,052	2,607,245
40060 Maintenance	-491	-441,588	441,097	-638	-701,636	700,998	-383	-386,544	386,161	-421	-391,530	391,109
40070 Revenue other	-5	0	-5	-1	0	-1	0	0	0	-7	0	-7
41100 Revenue intercompany	-71	-59,942	59,871	-93	-95,246	95,153	-63	-52,474	52,411	-60	-53,158	53,098
50020 External Consultants (freelancers)	21	18,568	-18,547	27	29,506	-29,479	16	16,260	-16,244	18	16,476	-16,458
51000 Open direct project related costs	16	0	16	17	0	17	15	0	15	14	0	14
51010 Production costs	5,193	4,657,500	-4,652,307	6,743	7,400,256	-7,393,513	4,057	4,076,870	-4,072,813	4,442	4,129,352	-4,124,910
52020 Cost of hours - own	900	810,000	-809,100	1,170	1,287,008	-1,285,838	702	709,024	-708,322	772	718,160	-717,388
52030 Cost of hours - intercompany	684	607,500	-606,816	887	965,258	-964,371	536	531,772	-531,236	582	538,626	-538,044
60000 Salaries	6,930	6,237,000	-6,230,070	9,009	9,909,910	-9,900,901	5,405	5,459,458	-5,454,053	5,946	5,529,738	-5,523,792

Fixed Assets

The Maconomy solution includes a Fixed Assets module. The module is integrated with the General Ledger module and enables daily administration of assets and depreciations by the Finance Department.

The Fixed Assets module allows you to:

- Create asset groups with links to the General Ledger (cars, inventory, hardware, and so on).
- Create assets with information about purchase date, amount purchased, who is responsible for the asset, depreciation value, depreciation method, and depreciation period.
- Create assets as part of the purchasing process.

- Depreciate assets in a batch run at the end of each month. You can also handle depreciations manually.
- Link assets to projects to get the depreciation cost on the project.
- Adjust assets in several ways: improved, depreciated, written up, written down, updated, or sold. You can also transfer assets between legal entities if multiple legal entities exist.
- Look up transaction history on each asset in an asset ledger card.
- Use a standard report for year-end closing.

Banking

The Maconomy solution includes the Banking module. The Banking module uses standard payment formats. Maconomy delivers payment formats to the largest and most frequently used banks. However, if you use a bank connection for which Maconomy does not have a payment format, the development of this payment is beyond the scope of the standard solution.

You can set up payment modes for your vendors to pay your vendors according to their requirements (by bank transfer, manual payment, foreign transfer, and so on). You can set up payment modes for your customers according to the ways in which you want to receive payments. Note that this can vary from country to country.

The Banking module allows you to:

- Make batch payment selections on your vendors, which, after approval, are ultimately sent as a payment file to the bank. All payments are then made by the bank, and the payments are automatically reconciled against the vendor invoices in Maconomy.
- Perform bank reconciliations within the system.
- Receive a file from your bank that contains payments from your customers. This file is loaded into Maconomy, and all payments in the file are reconciled directly against the invoices.

Configuration and Extension Options

Introduction

The solution is delivered with preconfigured workspaces and setup. However, some of these areas are customer-specific, so you must configure them as part of the individual solution setup to make sure the solution creates optimal value for you. As we implement the solution, we typically distinguish between configuration and extensions. Your contract identifies what is included in the work delivered by Maconomy as configuration and extensions.

Configuration includes everything that is needed to get the solution up and running with adjustments to the setup, within the standard functionality of Maconomy.

Extensions, on the other hand, introduce functionality and screen modifications that are not part of Maconomy's standard functionality.

Configuration Setup

The following list provides examples of elements that are typically configured and changed for an individual customer. These are, therefore, typical areas that customers need to consider during the Maconomy implementation. It may also require that some of the things mentioned in the following table are subject to some degree of data cleansing. You should also decide which fields should be available in specific parts of the Maconomy solution.

Setup Area	Description
Task lists	The lists of tasks on which an employee can make entries. There are typically different task lists depending on the project type.
Activities	A task is linked to an activity, and the activity determines the posting references to the finance system and how the postings are performed in the G/L module when creating entries in the Project Management module.
Template projects	A template project enables you to derive the task list, budget, project parameters, and other project elements automatically. You can also set up the Work Breakdown Structure (WBS) of the budget on each template.
Customers	The customers of the specific company and the information that is relevant to enter information on the given customer within the confines of available fields in Maconomy.
Projects	The projects of the company and the relevant information to enter information on the project within the confines of available fields in Maconomy.
Project types	A list of project types in the company, for instance "ERP system implementation" or "Hardware installation" if the company is an IT company. The project types are used for reporting purposes, for instance to find out what types of projects are most profitable.
Vendors	The relevant vendors of the specific company and the information to enter information on the given vendor within the confines of available fields in Maconomy.

Setup Area	Description
Executing and Responsible Department	The departments in the organizational structure.
Company	The legal companies in the organizational structure.
Business Area	The business area within which the customer operates.
Chart of Accounts	The Chart of Accounts used by the company. This indicates how the P&L and Balance Sheet are broken down into accounts.
Account structure	The division of the Chart of Accounts into groups of accounts, primarily for reporting purposes.
Employees	The employees of the company and the information that is relevant to enter information on a specific employee, for instance, the employee's cost and sales prices.
Users	A user must be defined for each employee in the company. The user is assigned to a certain role type, defining his or her access profile.
Groups	The groups specify which Maconomy windows are available for the users who are assigned to the group. This is a way to control access to the system. For each window, you indicate whether the users are allowed to create, delete, read, or update data.
Tax rules	The local tax rules for the country and the company.
Interest charge/ reminder principles	The methods by which you remind customers of late payments and the interest rate charged for late payments.
Employee categories	Grouping of employees into different employee categories. The employee categories derive the standard prices from the price lists for the projects and the project budgets.
Price lists	You can set price lists up as project-specific or customer-specific. You can also set up general price lists for the template projects that new projects can be based upon.
Approval Hierarchies and Approval Hierarchy Rules	The workflows are defined in the solution to allow you to use the best practice flows defined by other PSO clients. These flows, particularly for billing and expense reporting, are completed for you; however, you can easily create and manage your own workflow using the approval hierarchy engine.
Print layouts	Configuration of the print layouts for invoices, credit memos, and other customer-specific layouts.
Invoice layout rules	Configuration of the breakdown structure of the invoice.

Extensions

In addition to the standard configuration described previously, more advanced extension capabilities are also available. Extensions are created when the setup cannot be adjusted to meet a company's requirements.

Because it is difficult to provide an exhaustive list of extension options, the following is a list of some examples:

- Modifications to the default layouts in the workspace client, iAccess and Touch.
- Development of new screens or major adjustments to existing screens that include new calculations or provide input data fields beyond the scope of the standard solution.
- Customized integrations to any third-party solution, for example, using web services to look up data.
- Advanced workflows with changes to data flows beyond the scope of the standard solution.

Customized reports beyond the scope of the standard solution.

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