

# Accounting Firm

## Master Weekly Analysis Report for week 11

As at last review date 20 September 2008

# Accounting Firm

## MASTER WEEKLY ANALYSIS

### RESULTS FOR THE WEEK

Contribution  
This Week  
Accumulated

### ANALYSIS FOR THE WEEK

Questions Asked  
Capacity Changes  
Invoices Marked for Close Scutiny

### ACTIVITIES THIS WEEK

### COMMENTS THIS WEEK

# RESULTS FOR THE WEEK

Week No: 11 13/09/2008 - 19/09/2008

Reporting from  
week 4 to 11

## Contribution

	Actual	Objective	Variance
This Week	15,622	10,497	5,125
Accumulated	79,460	83,590	-4,130

Tracking Unit: Principal

## This Week

	Actual	Objective	Variance
Contribution:	8,722	3,884	4,838
Units:	42	24	18
Contribution Per Unit:	208	162	46
Available Capacity:	40	40	0

## Accumulated

	Actual	Objective	Variance
Contribution:	35,839	30,928	4,911
Units:	220	192	28
Contribution Per Unit:	163	162	1
Available Capacity:	292	320	-28

Tracking Unit: Professional/Support

## This Week

	Actual	Objective	Variance
Contribution:	6,900	6,613	287
Units:	96	71	25
Contribution Per Unit:	72	93	-21
Available Capacity:	142	147	-5

## Accumulated

	Actual	Objective	Variance
Contribution:	43,621	52,662	-9,041
Units:	455	568	-113
Contribution Per Unit:	96	93	3
Available Capacity:	1,116	1,176	-60

# ANALYSIS FOR THE WEEK

## Tracking Unit: Principal

### Questions Asked

#### Answer

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Has the Contribution for the week fallen from the objective?

No it was an excellent week for the Principal.

Has the number of Tracking Units for the week fallen from the objective?

No the billing incorporates work carried out over the last 3 weeks, well over objective.

Has the Contribution per Tracking Unit fallen from the required level?

The Contribution per tracking unit was excellent.

Were there any reasons why you failed to sell this week; any bottlenecks; any downtime?  
Can you improve Capacity Utilisation?

Can you sell more?

Can you invoice customers for an interim contribution or intermediate staged payment?

Have your list prices changed?

Has there been an abnormal take-up of a price discount promotion?

## Tracking Unit: Professional/Support

### Questions Asked

#### Answer

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Has the Contribution for the week fallen from the objective?

Has the number of Tracking Units for the week fallen from the objective?

Has the Contribution per Tracking Unit fallen from the required level?

## Tracking Unit: Professional/Support

### Questions Asked

#### Answer

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Were there any reasons why you failed to sell this week; any bottlenecks; any downtime?  
Can you improve Capacity Utilisation?

Can you sell more?

Can you invoice customers for an interim contribution or intermediate staged payment?

Have your list prices changed?

Has there been an abnormal take-up of a price discount promotion?

### Capacity Changes

Tracking Unit	Available Objective		Comments
Principal	40	40	
Professional/Support	142	147	

## Invoices Marked for Close Scutiny

Invoice No: 00013

Tracking Unit: Principal

Customer: ABC

Sale Value: 8,852

Contribution: 8,722

Contrib. Per Unit: 208

### Invoice Analysis

#### Answer

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Has the Contribution per Tracking Unit fallen from the required level?

No. On the contrary the Contribution per Tracking Unit is very high and the Contribution was high. This was an audit. The Principal is able to leverage very high returns from audit work.

Have you reduced your price(s)?

Have the variable costs involved in the Cost of Sale increased abnormally?

Have you sold a different mix of products than expected?

Has your Productivity fallen?

Was there a public holiday this week?

Has the Contribution per Tracking Unit for a specific Customer fallen below the Objective?

Has the Contribution per Tracking Unit for a specific Customer tracked down from one sale to the next?

Has the Contribution per Tracking Unit for a specific Product fallen below the Objective?

Has the Contribution per Tracking Unit for a specific Product tracked down from one sale to the next?

Is the Cost of Sale high in relation to the Sale Value?

Does the Cost of Sale as a percentage of Sale Value drop markedly with increased volume?

## Invoices Marked for Close Scutiny

Invoice No: **S0387**

Tracking Unit: **Professional/Support**

Customer: XYZ

Sale Value: 2,300

Contribution: 2,300

Contrib. Per Unit: 50

### Invoice Analysis

#### Answer

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Has the Contribution per Tracking Unit fallen from the required level?

Yes it has. Why has the Contribution per Unit fallen from an objective of 93 down to 50 for this invoice? Has customer XY got some special deal? Poor quoting or sloppy billing?

Have you reduced your price(s)?

Have the variable costs involved in the Cost of Sale increased abnormally?

Have you sold a different mix of products than expected?

Has your Productivity fallen?

Was there a public holiday this week?

Has the Contribution per Tracking Unit for a specific Customer fallen below the Objective?

Has the Contribution per Tracking Unit for a specific Customer tracked down from one sale to the next?

Has the Contribution per Tracking Unit for a specific Product fallen below the Objective?

Has the Contribution per Tracking Unit for a specific Product tracked down from one sale to the next?

Is the Cost of Sale high in relation to the Sale Value?

Does the Cost of Sale as a percentage of Sale Value drop markedly with increased volume?

## ACTIVITIES THIS WEEK

Date	Start	Lab.	Priority	Status	Who	Type
20/09/2006	11:00 AM	1.00	None	Not Started	alan	REVIEW

I would like to review with you the potential of doing more audit work. Are there any opportunities for winning more of this work? How will this distort the firm's operations? Let's also review invoice S0387.

## COMMENTS THIS WEEK

As the detailed analysis for this week shows, the Principal can make a large contribution and with a very high contribution per hour when doing audit work. Perhaps the firm should try to build upon this. The customer was ABC which is a fair sized account. Can the firm win audit contracts for similar accounts? Can the Principal take on this work?

It appeared that invoice S0387 was a disaster. The firm has been steadily lifting the Contribution per Unit over the last 6 weeks especially. The rate for the Professional and Support team has been lifting steadily as planned. So why did this poor result occur? Well upon closer scrutiny we see that a very high proportion of the time billed in this invoice was carried out by your Support staff who charge at 30 per hour. As overall for the year we do not expect a great Contribution from this work, we decided not to split out the Support work from the Professional work. In actual fact invoice S0387 is very good because the Support work was charged out at 40 per hour and the component carried out by the Professional team was at 90 ie close to objective.

So the problem for this week seems to be that the Professional team is not billing enough. Their billing for the last few weeks has been down.