Snapshots

Chapter 8

SNAPSHOTS

Introduction

Snapshot reports summarize key parts of your database, including jobs, costs, payables, receivables, and financials. These reports use information posted throughout Clients & Profits X, so they're always accurate and timely. In this chapter you'll see how to:

- print production and traffic reports for open jobs and tasks
- print job cost reports showing buyouts, time, and in-house expenses
- print work in progress reports for billing
- print client and vendor account agings
- print productivity reports that analyze time
- print profitability reports from jobs and tasks
- print cash flash reports
- print financial statements
- print media analysis reports

> For help using any part of Clients & Profits X, click the button from any window to open the on-line user guide. This web-based user guide features step-by-step instructions, explanations, tips, demonstrations, and links to FAQs, tech notes, and tutorials from www.cnp-x.com/support. The web site is continually updated, so it's more timely and helpful than a printed user guide.

Snapshot Reports

Snapshot reports provide a simple way to see essential information about the business. The idea behind snapshot reports is simple: Snapshot reports are designed to give managers quick "snapshots" of jobs, costs, billings, and financial information that are easy to print without programming.

Snapshot reports summarize data from all parts of Clients & Profits X: Production reports show status, traffic and schedules from jobs and tasks. Work in Progress reports show estimates, costs, and to-be-billed amounts from jobs and tasks. Job Cost reports summarize purchases, time, expenses, and checks by job, task, or client. Vendor Account Aging reports show unpaid invoices from Accounts Payable. Client Account Aging reports show unpaid invoices from Accounts Receivable. The Cash Flash window shows the current cash status—the current cash balance and outstanding account balances for A/R and A/P. Productivity reports show how time was spent from Time Sheets. Profitability reports show profit and loss from jobs and tasks. Financials are financial statements printed from your General Ledger. Media Analysis summarize client spending for different kinds of media from insertion and broadcast orders.

The snapshot reports are flexible, offering many options for selecting, sorting, and printing data. Snapshot reports do not replace reports found in the Job Tickets, Accounts Payable, and other windows; instead, they work together to give you the most complete picture possible of your work.

Printing snapshot reports is easy: Simply choose a command from the Snapshots menu, make your selections, then click Print. Report options determine how data will be selected, sorted, and printed. Your report can be printed to the window (for a quick on-screen review of the data), to the printer, or to disk as a word processor text file. Every snapshot window lets you select from various options, all of which make your report slightly different. That's why there isn't really one "snapshot" report for production, for example; different versions of the same basic report let you somewhat tailor the report to your exact needs. Some snapshot windows have more options than others, depending on what's being printed.

■ Anyone can print snapshot reports if they have the proper access privileges. If a user has access to a particular snapshot window, he or she can use any of the window's reports and options.

Snapshot reports vs. other reports

Snapshot reports consolidate data from all parts of your Clients & Profits X database, such as job tickets, accounts payable, time sheets, checkbook, and accounts receivable. They specialize in summarizing mammoth amounts of data into clear, concise reports.

Snapshot reports use the same data as reports printed from Job Tickets, A/P, A/R, etc. So you'll see the same data on a job summary printed from Job Tickets as you would on a Snapshot report. The difference is the snapshot report shows many jobs—while a job report from Job Tickets usually shows one job ticket.

The record-by-record detail for a snapshot report can always be printed separately. The individual time entries in a Productivity report, for example, can be printed as time reports from Time Sheets. Or, the journal entries that comprise the totals on your Balance Sheet can be printed in audit trails from the General Ledger.

Tips for printing snapshot reports

■ Printing reports to the window is faster than printing to the printer. A report can be reviewed more quickly when it's on the window, since it doesn't have to wait for the printer or the network. Once in the window, you can print one page or all pages using the Print pop-up menu at the top-right corner of the window.

■ Every snapshot window features a variety of options which affect how data appears on reports. This means you may get slightly different results when printing the same report over again. When you've finally discovered the right combination of options on a report, make a note on the report of the option you've chosen. So whenever someone else needs the same report, they'll know the right options to use.

■ Managers can prevent users from printing certain kinds of snapshot reports by changing their access privileges: Choose Setup > Users, Access, and Privileges; from the Menus access options, uncheck the snapshot reports the user shouldn't print; click Save. These changes will take affect the next time the user introduces himself or herself.

■ Any snapshot report can be printed to a disk as a text file. The text file, however, is unformatted (no fonts or styles). It can be opened by any word processor, but not a spreadsheet, then edited as needed.

The Snapshots menu
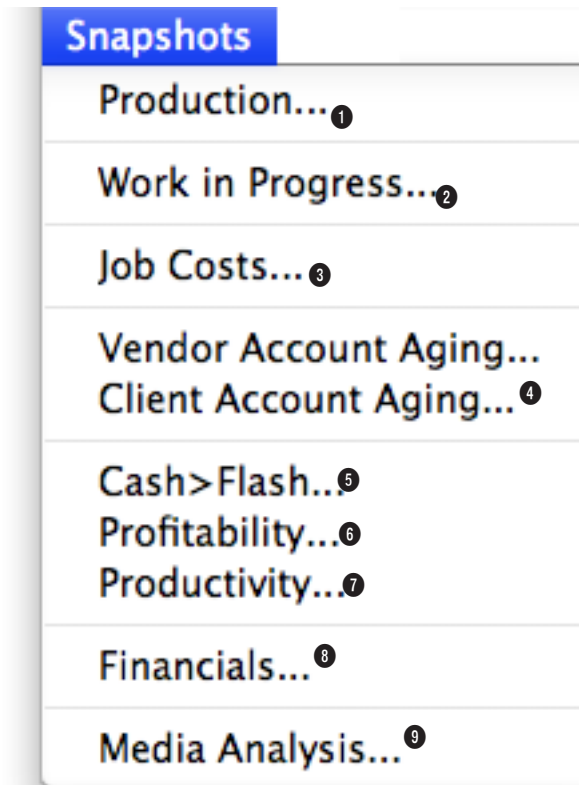
1 **Production** reports show status, traffic and schedules from jobs and tasks. It's the only way to get job status lists, traffic reports, and job schedules for all of your jobs in production. Jobs can be selected by production or billing status.

2 **Work in Progress** reports compare estimates, costs, open purchase orders, and unbilled costs from jobs and clients.

3 **Job Costs** reports summarize purchases, time, expenses, and checks by job, task, or client— every cost you've incurred for a week, month, or any period by client, job, or task.

4 **Vendor Account Aging** reports show unpaid invoices from A/P. You can see unpaid invoices in detail, or just see each vendor's balance due. The vendor aging can be run as of the current date or through any prior period. **Client Account Aging** reports show unpaid invoices from Accounts Receivable. You can see each unpaid invoice, or just the total balance due for each client. Invoice aging reports have many options; for example, you can print an aging for one client or for all clients within one division. The client aging can be run as of the current date or through any prior period.

5 The **Cash Flash** window shows your current cash balance and outstanding A/P and A/R balances. A schedule of payments and cash receipts can be set up to help you plan your cash needs.

6 **Profitability** reports show profit and loss from jobs and tasks. You can analyze the job's profit to date, or just profit earned for the month's billings and costs.

7 **Productivity** reports show how time was spent from Time Sheets. You can quickly see how your staff is utilizing their time by client, department, or profit center—for a week, a month, or any period of time. There are reports to analyze overtime and show you which staff members have not accounted for all their hours.

8 **Financials** include the Income Statement, Balance Sheet, Trial Balance, Detailed General Ledger, and Statement of Cash Flows. You can print financials anytime during the month, seeing your up-to-the-minute balances. The financials can be run for any of the 24 accounting periods or quarterly financials can be run.

9 **Media Analysis** reports can be used by media buyers and account service to see how advertising was purchased. Account management can use media analysis reports to analyze how well the media department is managing themselves.

Production Reports

Production reports are your best source of up-to-date information on open jobs, traffic, and task schedules. A complete picture of your work in production is available here: job status lists, traffic reports showing milestones, work-to-do schedules for tasks and resources, and a customizable schedule chart that shows selected unfinished tasks.

The Job Hot Sheet reports show jobs by production status, sorted by job number. Each job shows its job number, job name, client, and status. The Job Hot Sheet can show jobs selected for a range of start dates, due dates, added dates, or closed dates. It's like the job lists you can also print from the Job Ticket window.

Traffic reports show jobs by production status, and feature milestones. Jobs are grouped by job type, so that like jobs are shown together. The traffic reports can be run for one client, AE, or one of six key production people. The job's status note (which is a customizable status code entered in the job's Traffic window) appears on the right side of the report. If you use FileMaker, this report is probably very similar to the job report you're now using.

Schedules/work to do reports show unfinished job tasks by resource, client, AE, department, or task. These work-to-do reports can be printed daily to show everyone what they're to do each day. Or, weekly schedules can be printed in advance for production meetings to help manage the week's work load.

The schedule chart is a combination traffic/schedule report. It charts a user-defined selection of tasks by due date. You can pick-and-choose the unfinished tasks you want to see, sorted by job number. You can also sort the unfinished tasks by client. So instead of seeing every unfinished task for the week, you can print just ART, COPY, and DES (i.e., design) instead. Any combination of tasks can be charted. This ability lets you easily chart work-to-do for different work groups, such as creative teams. For exibility, the chart's title is even customizable.

The analysis reports allow you to see which tasks were completed on time and which were late, or a list of missed deadlines can be printed for each staff member

■ Each of the production reports has its own unique purpose. You may not need every one to help you manage your jobs. Instead of printing every report, experiment with each report (and its various options) to see which one gives you the best information you need to keep track of jobs.

To print production reports
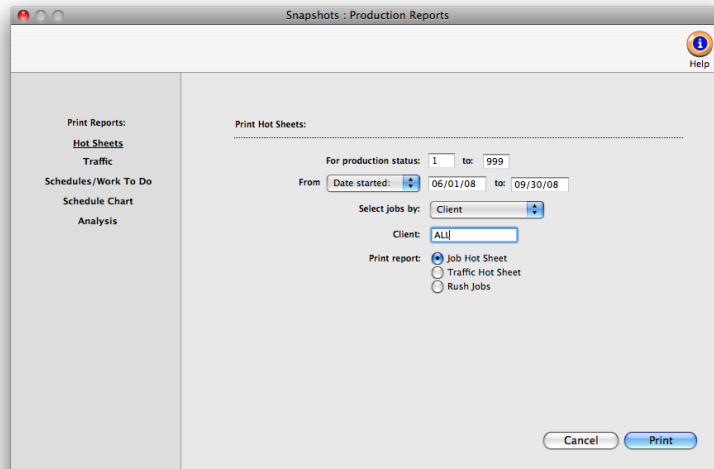
Each production report has its own selections, which don't affect the other reports. For example, you can print a status report listing jobs with status 1-50, while also printing a traffic report showing jobs with status 1-999.

1 Choose Production from the Snapshots menu.

2 Select the kind of report (i.e., Hot Sheets, Traffic, Schedules/ Work to Do).

3 Make your report selections.

4 Click Print.

Production reports with more information will take longer to print than shorter reports.

Tips for printing production reports

■ Use the Job Hot Sheet as your basic production report. Since it shows the job's key facts—job number, job name, client, due date, production status, and status notes—it's a great way to see your open jobs at a glance. If you need to see more detail about a job, print a job summary (from Job Tickets).

■ Production reports are less detailed than regular job reports. Job lists printed from Job Tickets, for example, include many more options (such as showing the job specifications). However, other job reports are longer since they show more information. This makes them a little more complicated, since there are more pages used.

■ Don't use production reports for billing. Since production reports are designed to manage work in production, you won't see estimates, costs, billing, or other amounts. Instead, print either Work in Progress reports (from Snapshots) or job lists and job summaries (from Job Tickets).

Production Hot Sheets	
Job Hot Sheet	The Job Hot Sheet shows the job's key facts—job number, production status, and status notes.
Traffic Hot Sheet	The Traffic Hot Sheet shows the job's number, production status, and traffic assignments.
Traffic Reports	
Traffic by Job Type	The Traffic by Job Type report lists each job within a job type and shows each jobs' milestones and status notes. Each job type prints on a separate page.
Traffic by Client	The Traffic by Client report lists each clients' jobs by job type, showing the jobs' milestones. A separate page is printed for each client's jobs.
Traffic by Job Number	This report lists each jobs' milestones and sorts the jobs within each job type by job number.
Traffic by Production Status	This traffic reports shows each jobs' milestones, sorting jobs within each job type by production status.
Traffic by AE/Team	The Traffic by AE/Team lists job milestones and sorts the jobs within each job type by AE/Team.
Schedule/Work To Do Reports	
Work to Do (by Due Date)	The Work to Do report (by Due Date) shows unfinished tasks by due date and sorts by resource.
Work to Do (by Start Date)	The Work to Do (by Start Date) shows unfinished tasks by start date and sorts by resource.
Daily Task Calendar	This report shows a checklist of unfinished tasks by due date. The client, job, resource, and time of day each task is due is listed with a check box so the printed report can be used as a manual checklist.
Client Deadlines	The Client Deadlines report shows unfinished tasks for each client and sorts them by due date. The job number, job name, resource, and time due are listed for each task.
Department Task Checklist	The Department Tasks Checklist shows unfinished tasks for each department, sorted by due date. The task's due date, time due and resource are shown along with the resource's backup person.
Job Schedule	The Job Schedule report gives a list of unfinished tasks by start or due date. For each task the estimate hours and hours remaining are shown.
Schedule Charts	
Schedule Chart	The Schedule Chart lets you choose the unfinished tasks you want to see and sorts them by job number or client. So instead of seeing every unfinished task for the week you can print just a select few (e.g., artwork, copy writing, and design).
Production Analysis Reports	
On-Time Performance	The On-Time Performance report compares the due date of each client's unfinished tasks to the actual date the task was finished. The number of days the task was late is calculated and the performance of meeting the due dates is analyzed by showing what percentage of the tasks were early, on-time, late, or very late.
Missed Deadlines	The Missed Deadlines report shows tasks that were finished after the scheduled due date for each person. The number of days the task was late is calculated.

Work in Progress Reports

Work in progress reports are based on jobs and tasks—and not general ledger journal entries. Unlike older agency accounting systems, the general ledger does not automatically track your unbilled costs. This is done for two reasons: (1) Clients & Profits can track costs and billing without needing the General Ledger, which other systems can't; and (2) only actual costs and billings affect the general ledger anyway.

Here's how it works: When a vendor invoice or check is added, every line item gets a debit account (typically a job cost or expense). During posting, the line item amount debits the general ledger—increasing the cost or expense account's balance. The entry is counted as a cost against income immediately; it is not counted as an asset. When the job is billed, an income account is credited and Accounts Receivable is debited—that's all. Billing does not affect your cost or expense accounts.

Here's why: The system assumes that you'll bill costs in the same period that they're entered. It's simpler, since agencies can bill costs more quickly now with Clients & Profits. This eliminates the need to initially post costs to WIP, then reverse the costs that were later billed. So instead of booking the month's costs as they're added, you only need to make a month-end entry for the value of unbilled costs. And you'll get this amount from the work in progress reports.

This method of cost accounting only applies to payables and checks. Purchase orders, insertion order, time sheets, out-of-pocket expenses, cost transfers, and job change orders don't post journal entries into the general ledger Work in progress reports summarize unbilled costs. These reports are the best way to see what you've spent on jobs so far, even if they've been billed before. Work in progress reports can show what's to be billed by client, making the month's billing easier. Other reports help you account for your change orders.

The various work in progress reports show jobs, tasks, and costs in different ways, so have different purposes. The Billing Hot Sheet report is a great pre-billing report, since it lists your unbilled jobs by client. It summarizes the unbilled totals by job, so it is a very compact report; however, it doesn't show much detail.

WIP reports can show jobs, tasks, and costs for one client, AE, project, or profit center by using the select by pop-up menu. They can show unbilled costs by production status or billing status, letting you see only jobs marked as ready to bill, for example. By using billing status, accounting managers can print their own reports.

Change orders aren't costs, so don't appear on the work in progress reports. Since they may in uence a month's billing, change order reports and forms can be printed from the Work in Progress window. The Change Order Report lists change orders for all jobs for a range of dates. The option change orders prints a list of all change orders for a time period.
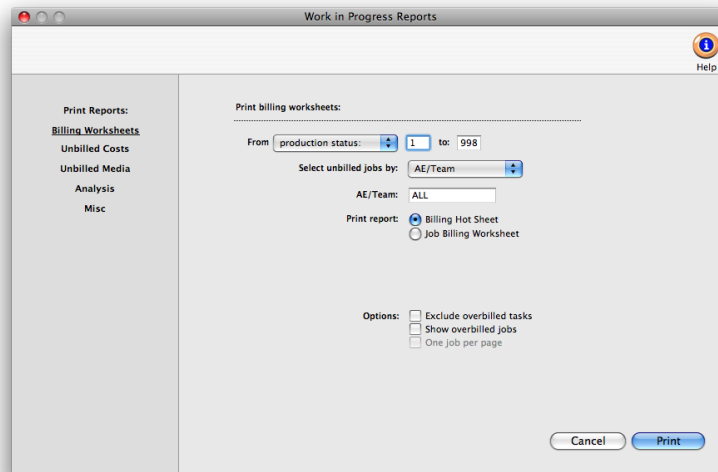
■ Tasks without unbilled costs aren't included on work in progress reports.

Billing worksheet report options include:

■ Include overbilled tasks. Only unbilled tasks appear on WIP reports. Overbilled tasks (which may have been billed by estimates) aren't included. Why exclude overbilled tasks? These amounts will decrease the unbilled total for the job, and you may not bill enough to cover the job's actual costs. Since the job summary and job progress reports show all tasks, you should use this option if you compare them with work in progress reports.

■ Show overbilled jobs. This option looks at the unbilled total of the job, rather than the individual tasks. If the unbilled total on the job is a negative amount (i.e., the job is overbilled), then the job will not appear on the report unless this option is selected.

To print work in progress reports

1 Choose Work in Progress from the Snapshot menu.

2 Select the kind of report (i.e., Billing Worksheets, Unbilled Costs, Unbilled Media, etc.).

3 Make your report selection.

4 Click Print.

Billing Worksheets	
Billing Hot Sheet	The Billing Hot Sheet shows unbilled jobs by client—including each job's estimate (plus change orders), billed, and remaining unbilled amounts. A checklist of the billing work-flow steps is listed for each job.
Job Billing Worksheet	The Job Billing Worksheet shows unbilled jobs and their tasks—including each task's budget, costs, commitments, billings-to-date, and a space to enter the amount to bill now. Every job is printed on its own page, making the report easy to distribute to AEs.
Unbilled Costs	
Unbilled Costs by Job	The Unbilled costs by Job report can be selected by cost status. This option lets you see unbilled costs that are on-hold, for example, or cancelled. All other costs will be excluded from the report.
Unbilled Costs by Task	The Unbilled Costs by Task report lists unbilled vendor purchases, time entries, expenses, checks, and transfers by task. Use this to easily see total unbilled printing, layout, etc. at month-end. To see unbilled costs for a time period, choose Job Costs from the Snapshots menu.
Partially-Billed Costs	The Partially-Billed Costs report lists any cost with a status of Partial. The costs are sorted by client, then job.
Costs On-Hold	The Costs On-Hold report lists any cost with a status of On-Hold.
Unbilled Media	
Unbilled Media (all kinds)	The Unbilled Media (all kinds) report lists all insertion and broadcast orders that have not been billed to the client. The orders are grouped by client and sorted by order number.
Unbilled Broadcast Orders	The Unbilled Broadcast Orders lists all broadcast order not yet billed to the client. Each broadcast order is listed with its station, flight dates, number of spots, and net and gross amounts. A separate page is printed for each client's orders.
Unbilled Insertion Orders	The Unbilled Insertion Orders lists all insertion orders not yet billed to the client. Each insertion order is listed with its publication, issue date, ad size, and gross amount. A separate page is printed for each client's orders.
Analysis	
Write-offs	The Write-offs report analyzes costs that have been written off for some time period.
Markdowns	The Markdowns report shows costs that have been billed for less than their gross amounts.
Overbilled Tasks	The Overbilled Tasks lists job tasks that have been billed for more than their actual costs.
Miscellaneous	
Unbillable Costs	The Unbillable Costs report lists unbillable costs by job or task.
G/L Accrual (Costs by dGL)	The G/L Accrual summarizes unbilled job costs by debit G/L# for making manual WIP entries.
Change Orders	The Change Orders report lists change orders added for any time period.

Job Cost Reports

Job cost reports are very detailed listings of vendor purchases (buyouts), time sheets, checks written for job costs, out-of-pocket expenses, and job cost transfers.

Job costs are selected by work date (i.e., when the time was used, the vendor's invoice date, or the date a check was written for job costs) or posted date. This makes it easy to see what you bought and where you spent your time for a week, month, or any time period. In addition, costs can be sorted by job number, client, or task for better analysis.

The basic job cost report shows each cost's reference number (i.e., invoice number, check number, time ID number), date, vendor or staff member, job number, task, hours (if it is a time entry), net cost amount and gross amount. As an option, you can show the cost's notes.

You've got a substantial amount of control over how the report is arranged. Cost reports can be printed showing any combination of vendor costs, time entries, expenses, and cost transfers.

Since costs are connected to jobs, you can print cost reports using status codes. You can select costs by the job's production or billing status. This ability lets you see job costs, for example, for only open jobs. Or, you can print job costs for closed jobs, jobs on hold, etc. You can also show costs for one job number, one client, or one task. There's no limit to how you can print job cost reports.

■ Purchase orders are not job costs (yet), but a purchase/insertion order report can be printed from the Job Cost Report window.

Job Cost reports vs. other cost reports

The Job Cost report is best for seeing costs for all jobs for some time period. But there are other reports that may be more useful in different situations, for different needs.

■ To see the costs for one job only: Choose View > Job Tickets then find the job you want. Then choose File > Print Job Reports, select the job cost report, then click Print. This report prints all costs, regardless of

date, including billing information. Costs can also be sorted by kind, instead of task.

■ To see time in detail by day: Choose Accounting > Time Sheets then choose File > Print Time Reports. Enter a range of dates, then click Print. Time reports show time by day, staff member, job, task, or client. In addition, you can print time entries by date added or date posted, unlike the Job Cost reports.
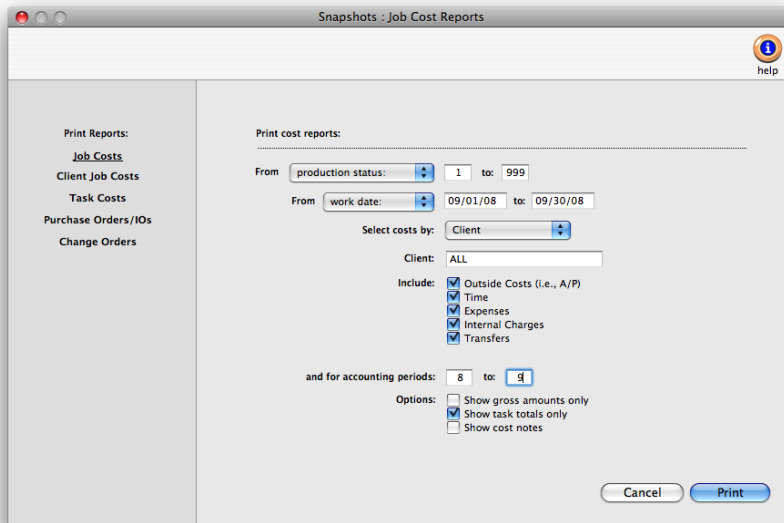
■ To see time totals: Choose Productivity from the Snapshots menu; enter a range of work dates; select some options; then click Print. The productivity reports summarize time sheets in various ways. You'll see clear, concise totals and not all of the time detail, making it a very efficient, effective management report.

To print Job Cost Reports

1 Choose Snapshots > Job Costs.

2 Select the kind of report (i.e., Job Costs, Client Job Costs, Task Costs, etc.)

3 Make your report selections.

4 Click Print.

Tips for printing job cost reports

■ Only posted costs appear on Job Cost reports. Unposted costs, including unposted daily time cards, are simply excluded until they are posted.

■ If a user doesn't have access to cost amounts, they will not be able to print Job Cost reports, so there's no way for the user to see cost rates and net amounts.

Job Costs	
Job Costs	The Job Costs report is simple, showing costs by job and task. All costs can be selected or any combination of outside costs, time, in-house expenses, or internal charges.
Client Job Costs	
Client Job Costs	The Client Job Costs report shows costs by client, then by job number. A separate page is printed for each client. All costs can be selected or any combination of outside costs, time, in-house expenses, or internal charges.
Task Costs	
Task Costs	The Task Costs report shows costs by client first, then by job task. You'll see how time and money was spent by client, task, and the vendor or staff member. A separate page is printed for each client, too.
Purchase Orders/Insertion Orders	
Purchase Orders	The Purchase Order report can be printed for one or all types of orders (broadcast, insertion, purchase). Each order's number, vendor, date, cost, gross, and balance is shown.
Change Orders	
Change Orders	The Change Order report can be printed for approved or unapproved orders. Each change order's number, date, description, and status are shown, along with the hours, budget, and estimate amounts being changed.

Vendor Account Aging

Vendor aging reports show unpaid invoices from Accounts Payable. These reports show how much you owe to vendors. Both show essentially the same information—accounts payable—but in more or less detail. The Vendor Invoice Aging shows individual unpaid invoices by vendor. The Vendor Account Aging doesn't show invoices; instead, it shows account totals only.

Both reports are useful to management, but have different purposes. The Vendor Invoice Aging shows every unpaid invoice, along with the aged balances. It's most commonly used when preparing to write checks, since it can be used as a checklist of the bills to pay. The invoice aging can be a long report if you have large unpaid balances. The Vendor Account Aging is a short report, since it shows only one line per vendor—but may not show enough information to help plan your cash requirements. Its most practical use is to quickly see to whom you owe money.

Vendor agings can be printed any time during the month, but especially at month-end. Vendor aging reports are always up-to-the-minute accurate, showing any posted invoice with a balance due. They can show what you owe as of the moment the report is printed or what was owed through a prior accounting period.

Vendor account balances can be aged into the current period and three user-defined periods (e.g., 30, 60, 90 days). These periods are flexible and can be changed any time the agings are printed. Any set of aging periods can be used. The aging option recalculates the unpaid balance based on today's date and your aging periods. Your aged balances will only be accurate as of the last aging.

Vendor agings and the General Ledger

Vendor aging reports aren't based on data from the General Ledger. Instead, vendor aging reports are based exclusively on unpaid invoices from Accounts Payable. So what you're seeing on vendor agings comes from your payables, not from journal entries.

For this reason, they have the potential to be confusing. The vendor aging reports show a grand total at the bottom of each report. The balances on the vendor invoice aging will always match the vendor account aging—they're both based on unpaid payables, after all. Since Accounts Payable is integrated with your General Ledger, your payables' balances on the Balance Sheet should equal the balances on the aging reports. In some cases, they won't match—for an obvious reason: journal entries posted directly into the General Ledger for the A/P account do not affect vendor balances, and therefore the vendor account agings. For this reason, don't make adjusting entries to the G/L for the A/P account; instead, make your adjustment directly into Accounts Payable.

Vendor agings can be printed for some date in the past. The total balance due should always match the Balance Sheet printed for the same accounting period.

To print a vendor aging report

1 Choose Snapshots > Vendor Account Aging.

2 Choose the kind of aging report (i.e., Invoice Aging or Account Aging).

3 Select to show balances through today or through a prior period.

4 Enter your aging periods.

These periods are used to calculate aged balances for every invoice, based on the invoice date and today's date. You can use any set of aging periods, including a different set each time you print vendor agings.

5 Choose your aging options.

To see only invoices for one vendor, enter the vendor code, or use ALL for all vendors. To see invoices for one specific A/P account, enter the payable account number.

6 Click Print.

The aging process can take some time if you have many unpaid payables. Since aging is a demanding procedure, it's best to age your accounts when few users are using Clients & Profits Pro. Here's what happens: Clients & Profits Pro first clears the existing balances for every vendor. Next, the program checks Accounts Payable for unpaid invoices. Every unpaid payable is evaluated, and its balance aged based on the invoice's date, today's date, and your aging periods. The invoice then updates the vendor's balances.

■ The Client Paid column on the Invoice Aging report helps you pay only the A/P invoices that have been billed and paid by the client. When a client pays their A/R invoice, the A/P invoices billed on that invoice are updated with the date the client paid. In order for the Client Paid column to be updated, the accounts payable invoice must be posted first, then the client is billed with an accounts receivable invoice that bills the actual cost, next the accounts receivable invoice that bills the cost needs to be paid.

The Vendor Account Aging window
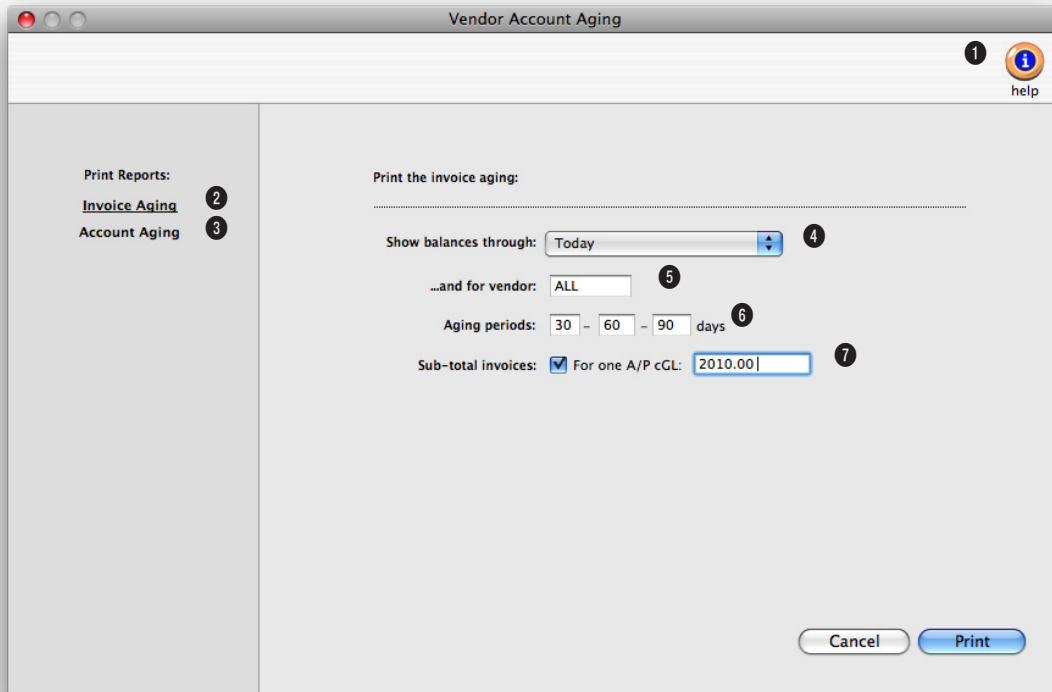
1 The aging report can be pre-viewed on-screen by choosing Screen from the **Print to** pop-up menu. The report can also be exported to a spreadsheet by choosing Export from the pop-up menu.

2 The **Invoice Aging** report shows
all unpaid payables, subtotaled by vendor number. Use this option to see everything you owe, in detail.

3 The **Account Aging** report shows totals by vendor only, and not unpaid payables. The vendor's unpaid invoices roll up into the account totals, making

the report more concise.

4 The **show balances through** option allows you to select to age the balances as of today or through a prior period.

5 Choose to print the aging report for one **vendor** or type ALL to select invoices for all vendors.

6 **Aging periods** are customiz-able. They are used to catego-rize unpaid payables by their relative age. For flexibility, any set of aging periods can be used.

7 The vendor invoice ag-

ing report has an option to **subtotal invoices** for a selected A/P account, such as a media payables account. This option prints a smaller report, since only media payables (for exam-ple) would be printed. To print an invoice aging report for one A/P account, enter the account number here. Use this option to print an aging report for only media payables, for example. Any invoice with this credit G/L# will be printed; the others will be excluded. To combine invoices from all A/P accounts together on the same report, leave this option unchecked.

Client Account Aging

Client aging reports show unpaid invoices from Accounts Receivable. These reports show how much clients owe you. Both show essentially the same information—accounts receivable—but in more or less detail. The Client Invoice Aging shows individual unpaid invoices by client. The Client Account Aging doesn't show invoices; instead, it shows account totals only.

Both reports are useful to management, but have different purposes. The Client Invoice Aging shows every unpaid invoice, along with the aged balances. It's most often used to track down late-paying clients and their invoices. The invoice aging can be a long report if you have a large number of unpaid invoices. The Client Account Aging is a short report, since it shows only one line per client—but may not show enough information to help plan your cash requirements. Its most practical use is to quickly see who owes you money.

Client agings can be printed any time during the month, but especially at month-end. Client aging reports are always up-to-the-minute accurate, showing any posted invoice with a balance due. They can show what the client owes as of the moment the report is printed or through a prior period. For better accountability, unpaid invoices can be selected for one A/R account.

Client account balances can be aged into the current period and three user-defined periods (e.g., 30, 60, 90 days). These periods are flexible and can be changed any time the agings are printed. Any set of aging periods can be used. The aging option recalculates the unpaid balance based on today's date and your aging periods. Your aged balances will only be accurate as of the last aging.

Client agings and the General Ledger

Client aging reports aren't based on data from the General Ledger. Instead, client aging reports are based exclusively on unpaid invoices from Accounts Receivable. So what you're seeing on client agings comes from your receivables, not from journal entries.

For this reason, they have the potential to be confusing. The client aging reports show a grand total at the bottom of each report. The balances on the client invoice aging will always match the client account aging—they're both based on unpaid receivables, after all. Since Accounts Receivable is integrated with your General Ledger, your receivables' balances on the Balance Sheet should equal the balances on the aging reports. In some cases, they won't match—for an obvious reason: journal entries posted directly into the General Ledger for the A/R account do not affect client balances, and therefore the client account agings. For this reason, don't make adjusting entries to the G/L for the A/R account; instead, make your adjustment directly into Accounts Receivable.

Client agings can be printed for some date in the past. The total balance due should always match the Balance Sheet printed for the same accounting period.

To print a client aging report

1 Choose Snapshots > Client Account Aging.

2 Choose the kind of aging report (i.e., Invoice Aging, Account Aging, or Retainer Aging)

3 Select to show balances through today or through a prior period.

4 Enter your aging periods.

These periods are used to calculate aged balances for every invoice, based on the invoice date and today's date. You can use any set of aging periods, including a different set each time you print client agings.

5 Choose your aging options.

To see invoices for one specific A/R account, enter the receivable account number.

6 Click Print.

The Client Account Aging window
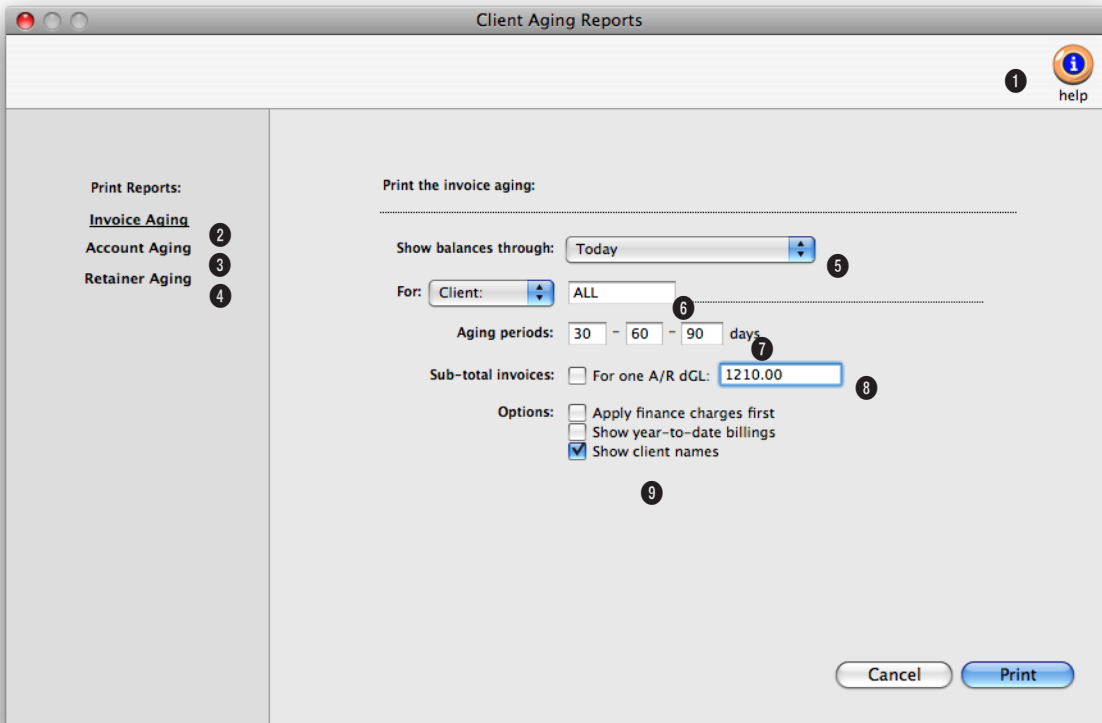
1 The aging report can be previewed on-screen by choosing Screen from the **print to** pop-up menu. The report can also be exported to a spreadsheet by choosing Export from the pop-up menu.

2 The **Invoice Aging** report shows all unpaid receivables, subtotaled by client number.

3 The **Account Aging** report shows totals by client only, and not unpaid receivables.

4 Use the **Retainer Aging** report to print an aging report showing only clients with retainer balances.

5 The **show balances through** option allows you to run the client aging as of today or through a prior period.

6 Choose to run the client aging for one client by entering a client number here. To print the aging for a particular division and its clients, choose divisions from the **for** pop-up menu then enter the division's client number.

7 Invoices are aged based on **aging periods**. These periods are used to calculate aged balances for every invoice, based on the invoice date.

8 Use the **subtotal invoices** for a selected A/R account to print invoices for a selected A/R account.

9 The **apply finance charges first** option will apply a finance charge to any invoice with a 30-day-or-greater balance. The **show YTD billings** option displays the client's year-to-date billings on the aging report. The **show client names** option shows (or hides) the client's organization name on the printed aging report.

Cash Flash

Cash flash reports show unpaid receivables and unpaid payables, as well as scheduled payments and deposits, for any time period. They are based on invoices from Accounts Payable and Accounts Receivable, as well as scheduled entries entered in the Cash Flash window. The Cash Flash report helps you plan your cash requirements by comparing expected client payments and deposits with planned vendor payments and other outlays.

Cash flow reports can select unpaid invoices for any range of pay dates. An invoice's pay date can be edited anytime, even if it is posted. Since cash flow reports only show unpaid client or vendor invoices, they don't include any payment not posted into A/P or A/R. Your rent check, for example, won't appear on the cash flow report unless the landlord's invoice is added into Accounts Payable.

To update today's balances

1 Choose Snapshots > Cash Flash.

2 Click the (i.e., Update Now) button.

Clients & Profits adds up the current bank balances from the G/L accounts marked with a cash flow category as Cash, the vendor balances from the A/P aging, and the client balances from the A/R aging. Today's payments and checks are calculating the day's posted client payments and checked.

To send today's cash flash via e-mail

1 From the Cash Flash window, click the (i.e., Send Mail) button.

The Cash Flash can be sent to any active staff member. You'll be prompted to select a staff member's name, then enter a note (which is added to the body of the e-mail message). The cash flash can also be cc'd to two additional e-mail addresses.

■ Since the shop's account balances are highly confidential, be careful to only send the cash flash to an authorized staff member.

Scheduling future payments. Upcoming cash outlays can be easily scheduled in the Cash Flow Calendar. Incoming deposits (e.g., tax refunds, proceeds from asset sales, royalties, etc.) can also be scheduled. Notification of cash flow entries will be e-mailed to any selected staff member on the day it is due.

To print the cash flash report

1 From the Cash Flash window, click the (i.e., Print) button.

To add a cash flow calendar entry

1 From the Cash Flash window, click the (i.e., Add) button.

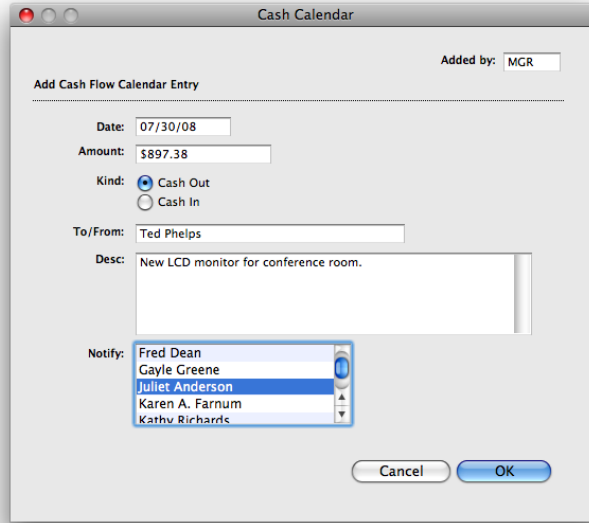2 Enter the scheduled payment or deposit's date and amount.

If the entry is for a payment (cash out) the amount needs to be entered as a negative amount.

3 Enter who the money will be sent to or received from and a description.

4 Select to notify a staff member via e-mail of entry, then click OK.

To repeat a scheduled cash flash entry

Cash ash entries can be scheduled to repeat many times. To repeat an entry, select it in the Cash Flash window then click the (i.e., Repeat) button. The Repeat Entry dialog box opens, prompting you to enter the repeat interval (i.e., the number of days between entries), the number of times when the entry should be repeated, and when the scheduled entries should start. These entries only affect the Cash Flash window and report, and have no affect on A/P, A/R, or the General Ledger. They're simple reminders for better cash management.

The Cash Flow window

1 Click on the **update** button to update today's cash flow and account balances. Click the **print** button to print the cash flash report or other cash reports. Click on the **e-mail** button to generate an e-mail message with the cash flash information.
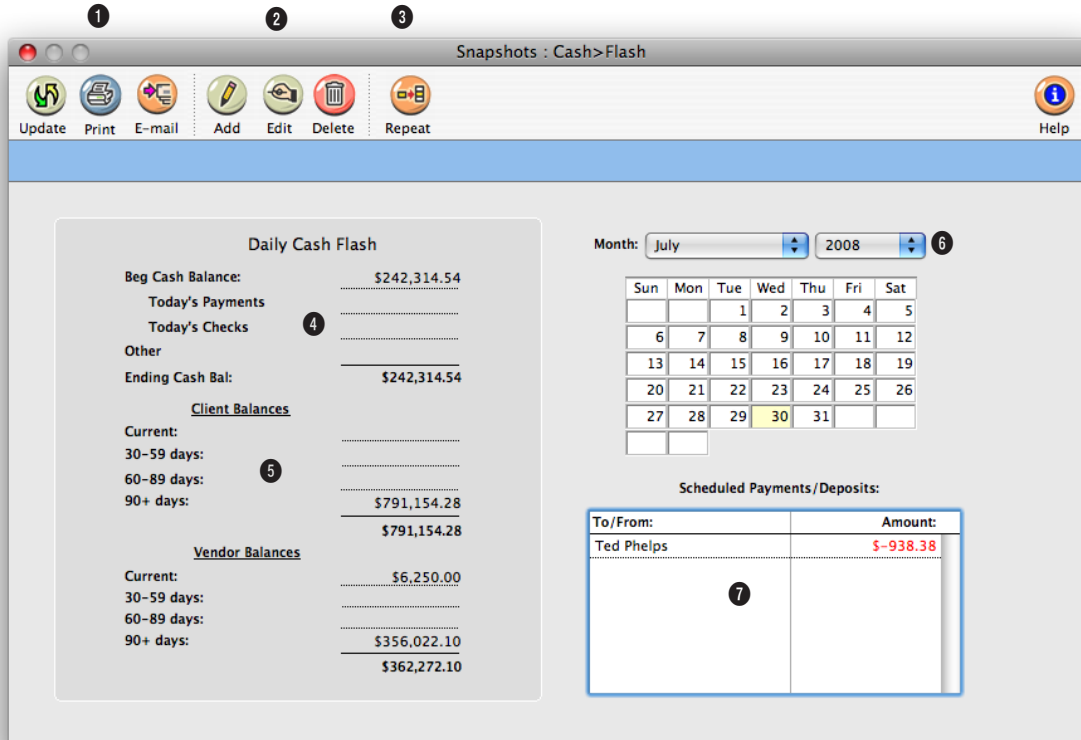
2 Click these buttons to **add**, **edit**, or **delete** a scheduled payment or deposit.

3 Click the **repeat** button to set a schedule to repeat a scheduled payment or deposit.

4 The ending cash balance for the day is then calculated based on the beginning cash balance and any payments and checks recorded today.

5 The current client and vendor aged balances are listed to help plan your cash requirements by comparing expected client payments with outstanding vendor payments.

6 Select to view a different month's scheduled payments and deposits from the **month** pop-up menu.

7 When you click on a day in the Cash Flow Calendar you'll see the day's scheduled entries. Double-clicking on an entry lets you edit it.

Profitability Reports

There are many kinds of job profitability reports. Each report gets its information from a different source, so each has a slightly different focus—and usefulness. The Job Profitability reports show costs, time, and billings for jobs and tasks. The Client Profitability reports are based on journal entries from the General Ledger, including overhead expenses you've directly allocated to clients, for one accounting period. The Gross Margin report compares costs, time, expenses, and billings for a week, a month, or any period of time—so it's the most   exible way to track your shop's performance.

The foundation of the Job Profitability reports is the job task. Jobs remember everything purchased and billed by job task. Job tasks keep job-to-date totals for costs, time, expenses, and billings from the date the job was started. Since job tasks are connected to jobs and clients, they are an ideal basis for analyzing profitability. Job-to-date profitability reports search for job tasks for a period of time (using the job's start date) and billing status (such as closed jobs, for example). These tasks are rearranged, subtotaled, and printed by job, project, client, task, etc. based on the options selected in the Profitability window. In most cases, the job tasks themselves are hidden to save space; what you see instead are just the job's totals. These totals are based on the same job tasks you'd see in a Job Summary report.

■ The Job P&L and Client P&L, which is based on G/L journal entries from billing and job costs, is printed from Financials. Every journal entry can be given a client number and a job number. If a journal entry has a job number, it is selected for the job income statement. The Job P&L is printed for one accounting period, just like the agency's income statement. It can re   ect the client's overhead allocation, if entered into the Overhead Allocation Worksheet. You can print the report for one job or one client. The job income statement doesn't show time, expenses, or any other amount not posted in the General Ledger—so it may be drastically different (and probably less accurate) then the other profitability reports.

The Gross Margin report compares costs and profit for any period of time, such as a month or a quarter. This report is distinctive because it shows profit both before and after labor. Direct costs are the total vendor purchases, checks, and expenses. Net Revenue is billings less direct costs. Direct Labor

is the total time cost for the month. Profit is net revenue less direct labor. Jobs are subtotaled by client for easy comparison. The last bill date is shown from the last invoice billed for the job.

Job profitability vs. agency profitability

You can see profitability two ways: Job profit is focused on job costs—vendor purchases, labor, cash disbursements from checks, and out-of-pocket expenses—and job billings. Agency profit is based strictly on income and expenses for everything—whether they were the result of jobs or not.

You can't rely on just one profit report to keep you informed. Job profitability and the income statement emphasize different things: job profitability reports are based solely on jobs, tasks, and clients; income statements are based only on the general ledger.

Job profitability shows only costs and billings for jobs and tasks, and does not account for overhead expenses like rent. Income statements don't re   ect the cost of time spent working on jobs, only the total payroll expense. Income statements take into account other non-job income, like fees and interest income; job profitability doesn't re   ect adjusting entries to the General Ledger.

What's the difference between gross margin and net income? Gross margin, as it is used in Clients & Profits, is based on jobs and tasks. It is the difference between a task's billings and its costs—vendor purchases, time sheets, and expenses. Net income, as it is used on the income statement, is the agency's real profit after overhead expenses.

Job Profitability vs. the Income Statement

Both reports show important information about how well you're doing. Job profitability shows exactly where your revenue is being earned, even showing each client's total contribution to profit. Income statements can't show this kind of detail without a lot of extra work on your accountant's
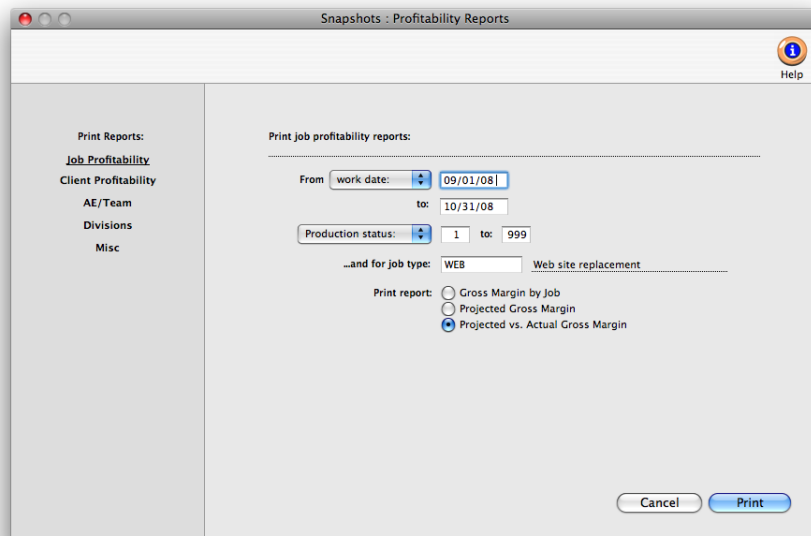
part. However, the job profitability doesn't include overhead—so it's not a complete picture either. When used together, both reports provide the complete picture you need to stay informed. Differences include:

Job Profitability

-- Job-based
-- Uses tasks to calculate totals
-- Shows job-to-date totals
-- Based on job start dates
-- Shows Income based on job billings
-- Shows labor based on cost rate
-- Reflects job cost transfers
-- Shows open POs
-- Can show profit by client, task, project, or job type

Job P&L

-- General Ledger-based
-- Uses G/L to calculate totals
-- Shows month-to-date account totals
-- Based on accounting periods (i.e., months)
-- Shows income on agency billings
-- Shows labor costs based on payroll
-- Doesn't account for down time (includes down time as part of payroll)
-- Transfers don't affect the G/L
-- POs aren't reflected in job totals

Cost rates and profitability

Cost rates are important because they directly affect the job's profitability. Time sheets use cost rates to calculate the cost amount of labor automatically. The total cost of each time sheet increases the job task's cost amount when time is posted. Costs rates are flexible, giving you complete control over rates for each staff member. Carefully choosing resource cost rates is an important and necessary step to make your profitability reports meaningful. Each staff has his or her own individual cost rate. For flexibility, cost rates are completely customizable. The staff's cost rate is entered onto each time sheet automatically, but can be changed.

What if you don't use cost rates on time sheets? Your profitability reports will be significantly affected. Your jobs will appear much more profitable, which is wrong. The job's cost totals would show only vendor purchases and checks, and won't reflect the value of your time. You're not required to use cost rates, however. But if you don't, be consistent—don't use cost rates on any time for any job. And just be aware that when you look at a profitability report, the total profit doesn't include labor.

Unbillable jobs and job profitability

Unbillable jobs can be included on the gross margin report if they have the same selections (billing status and start date) as other jobs. It's a good idea to include these jobs on the report, since it makes your client totals more realistic. Your total billings, costs, and margin for clients will be more accurate, since the cost of the unbillable jobs will be included.

To see the most accurate job totals, you should include your agency overhead jobs as well. To include these jobs, make sure they have a billing status and a start date. When you print a profitability report, enter the billing status that includes your agency jobs as well as the billable client jobs.

Job costing and profitability

It is important to be consistent about how you track job costs. On profitability reports, the cost total includes all vendor purchases, time sheets (using the resource's cost rates), expenses, and checks written for job costs. The cost total is the total amount you've spent to complete the job (so far). If you don't include all costs that you really incurred for a job, then your cost total will be too low—and the job's profit will be overstated. Likewise, if you don't enter time with accurate cost rates, the cost total won't include the cost of the labor used to complete the work—and the job's profit will be too high.

Tips for printing profitability reports

■ You can look at profitability from the production perspective and see a different picture than the agency profitability. This isn't a problem. The two sides look at what you make and what you spend differently intentionally, providing insights into where the money's coming from and where it's going. Without these different points of view, there's a big chance you'll miss some key details.

■ Knowing where your profit is coming from is much more important than knowing how much profit you've made. Because in an advertising agency or design studio, there are really only two ways to improve profits: get more clients and bill them for more jobs; or, know where you're spending every dollar.

■ All of the job profitability reports are based on job tasks. While the reports don't show the tasks in detail, the costs and billings on these tasks are calculated and totaled on the reports.

Job Profitability

Gross Margin by Job	The Gross Margin by Job report compares costs and profit for each job, subtotaled by job type. The net revenue is calculated based on the billings less direct costs, and the gross margin (or profit) is calculated by the net revenue less direct labor costs.
Projected Gross Margin	The Projected Gross Margin report calculates a projected gross margin based on the job's estimate less the costs expected to be incurred to complete the job (i.e., budget).
Projected vs. Actual Gross Margin	The Projected vs Actual Gross Margin report compares the job's actual gross margin to the projected gross margin. The job's are subtotaled by job type.

Client Profitability

Gross Margin by Client	The Gross Margin by Client report shows the net revenue for every client's jobs.
Project Profitability	The Project Profitability report compares gross margin for jobs within each project.
Division Profitability	The Division Profitability report compares profit between divisions and their clients.
Client vs. Client Gross Margin	The Client vs Client Gross Margin report shows the costs and profit for each client and calculates each client's net revenue and gross margin.
Comparative Client Profitability	The Comparative Client Profitability report compares this year's and last year's profit.
Projected Gross Margin by Client	The Projected Gross Margin by Client report calculates a projected gross margin based on the job's estimate less the costs expected to be incurred to complete the job (i.e., budget) and the jobs are subtotaled by client.

AE/Team

Gross Margin by AE/Team	The Gross Margin by AE/Team report calculates the net revenue and gross margin for each job and subtotals the jobs by AE/Team.
AE/Team Projected Gross Margin	The AE/Team Projected Gross Margin report calculates the projected gross margin based on the job's estimate less its budget. The job's are subtotaled by AE/Team.
AE/Team Projected vs. Actual Gross Margin	The AE/Team Projected vs Actual Gross Margin report compares the projected gross margin to the actual gross margin for each job and subtotals the jobs by AE/Team.

Profit Center

Gross Margin by Profit Center	The Gross Margin by Profit Center report calculates the net revenue and gross margin for each job and subtotals the jobs by client, then by profit center.
Profit Center Projected Gross Margin	The Profit Center Projected Gross Margin report calculates the projected gross margin figure for each job based on the projected billings (the job's estimate) less the costs expected to be incurred to complete the job (the job's budget). The job's are subtotaled by client, then by profit center.
Profit Center Projected vs. Actual Gross Margin	The Profit Center Projected vs Actual Gross Margin report compares the projected gross margin to the actual gross margin for each job and subtotals the jobs by client and PC.

Miscellaneous	
Task Profitability	The Task Profitability report compares profit by client for each task.
Task/Group Profitability	The Task/Group Profitability report shows profit earned by each task and group.

Productivity Reports

Productivity reports use time sheets to show how the shop's time is spent. These reports are the best way see how people work—by client, job, or task. Productivity reports show the hours, cost amounts, and billable amounts for both billable and non-billable hours, so you'll see a complete picture of your work.

Productivity reports show time by work date. Like time reports, productivity reports show hours posted from time cards and time sheets. But unlike time reports, productivity reports only show totals—so you won't see individual time entries. This makes productivity reports much more concise (and probably more usable) than time reports.

Productivity reports don't show billings. They're less concerned with how the time was billed (or not billed) than with how the time was actually spent, since the cost of your staff is mostly fixed (unless they're freelancers, that is). One reason for printing productivity reports is to see how time is being used, and especially if is it being managed properly. One of the reasons to track productivity is to ensure that the right people work on the right clients (i.e., the higher-paid staffers should only work on the most profitable clients, etc.).

Productivity reports can also help you balance your work load. If one staff member is consistently logging more hours than other staff, you'll see it in their total hours—they'll be higher than others. You can use this information to move work around, so that everyone is working more efficiently.

Time reports vs. productivity reports

Productivity reports show time in summary, while time reports show time in detail. Productivity reports are designed to give managers a clear idea of how the staff spends their time over a week, month, quarter, or year.

Time reports, in contrast, are designed for day-to-day time accountability. Time reports show every time entry, including a lot of extra information (like rates and descriptions) that is interesting but not meaningful to management. For productivity purposes, time reports simply show too much detail.

Time reports are ideal, however, for seeing time before billing. Since time reports show the time entry's detail, they give you enough information to intelligently decide what to bill — and what not to bill.

Tips for tracking staff productivity

■ Productivity reports for a long time period can take some time to print, depending on the quantity of time sheets selected.

■ Print productivity weekly to analyze how everyone managed their time.

■ The cost and billable amounts are totaled from time sheets using the task's or staff member's cost and billing rates. If someone's cost or billable amounts seem strange, print a time report for the same range of work dates to see the time details. If you print both reports for the same time period, their totals will equal.

■ The cost and billable totals on productivity reports combine the different rates used on the staffer's time sheets. Your billable totals will reflect different rates for different tasks on time sheets added for the selected time period.

To print productivity reports

1 Choose Snapshots > Productivity.

2 Select the kind of report (i.e., General, Staff Utilization, Dept Performance, Client Analysis, Profit Centers)

3 Make your report selection.

4 Click Print.
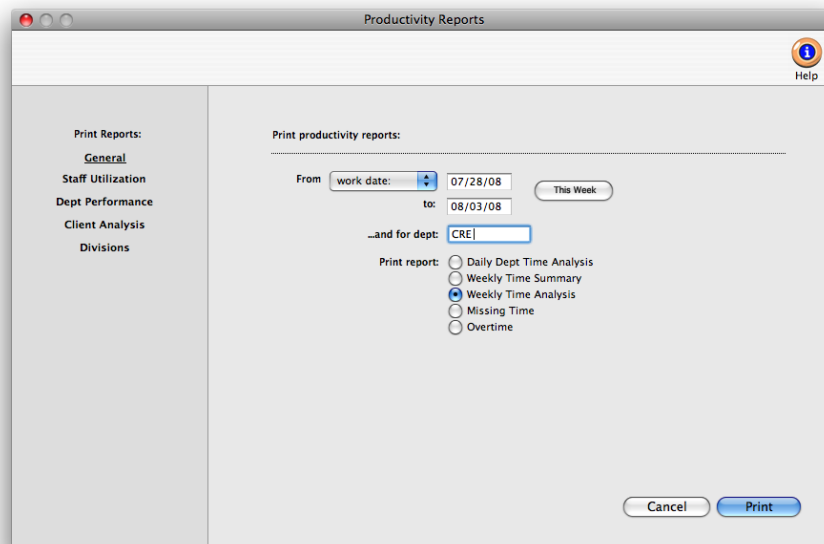
Productivity reports

General	
Daily Department Time Analysis	The Daily Dept Time Analysis report shows total hours by day for everyone who worked, including planned vs. actual hours by day for each staff member and department.
Weekly Time Summary, Analysis	The Weekly Time Summary report shows total hours spent for each staff member for a 7-day period, subtotaled by department. The Weekly Time Analysis report shows total hours spent for each staff member and the jobs they worked on for a 7-day period, subtotaled by department.
Missing Time	The Missing Time report lists each staff member by department showing their planned hours vs. their actual hours. It shows who hasn't accounted for all of their time.
Overtime	The Overtime report only shows time entries marked as "overtime".
Staff Utilization	
Staff Utilization	This report compares each staff member's total hours vs. their billable hours.
YTD Staff Utilization by Client	The YTD Staff Utilization by Client report compares period vs. year-to-date staff time.
Freelance Time Analysis	The Freelance Time Analysis compares client hours for employees vs. freelancers.
Unbillable Time Analysis	This report compares the percentage of unbillable staff time by client.
Billable/Unbillable Time Summary	The Billable/Unbillable Time Summary report compares billable to unbillable hours.
Staff Realization	The Staff Realization report compares each staff member's total hours vs. their billed hours. The report is based on what percent of their total hours has actually been billed.
Dept Performance	
Dept/Group Productivity	This report compares each staff member's total hours vs. their billable hours by department.
Team Productivity	The Team Productivity report compares each team's total hours vs. their billable hours and calculates the team's utilization (percentage of billable hours).
Team/Staff Productivity	The Team/Staff Productivity report compares each staff member's total hours vs. their billable hours. The staff members are subtotaled by team.
Client Analysis	
Monthly Client Time Summary	The Monthly Client Time Summary report shows total hours worked by staffer per client.
Client Productivity by Job	The Client Productivity by Job report shows total hours worked by job and client.
Division Productivity	The Division Productivity report compares each division's total hours vs. billable hours.
Division/Client Productivity	The Division/Client Productivity report analyzes total hours for each division and client.
Profit Centers	
Division/Staff Productivity	The Division/Staff Productivity report compares staff hours by division and client
Profit Center Productivity	This report compares each PC's total hours vs. billable hours to calculated its utilization.
Profit Center/Client Productivity	This report analyzes each profit center's total hours and billable hours for each client.
Profit Center/Staff Productivity	The Profit Center/Staff Productivity report shows total hours by staff worked by PC.

Financials

Clients & Profits X prints standard financial statements tailored especially for the advertising industry. These financial reports are used for auditing, tracking, and reporting your G/L accounts balances. You can print trial balances, income statements, balance sheets, and detailed general ledger reports for any accounting period—at any time during the month.

Financial statements show account balances from the General Ledger and the Chart of Accounts. These account balances are updated when entries are posted, so the financial statements are always timely and accurate whenever they're printed.

The account totals on the financial statements are copied from the Chart of Accounts. (To see one account's totals: Choose Setup > Chart of Accounts. Click once on an account to select it, then choose Edit > Monthly Budgets. The center column, actuals, is the total from posted entries.) Entries added in the General Ledger affect financial statements when they're posted. Unposted entries won't appear on financial reports.
Be sure to post everything before printing financial statements.

■ There is no month-end procedure required to print financials. Since the G/L account balances are updated whenever entries are posted, your financial statements will always be up-to-date throughout the month.
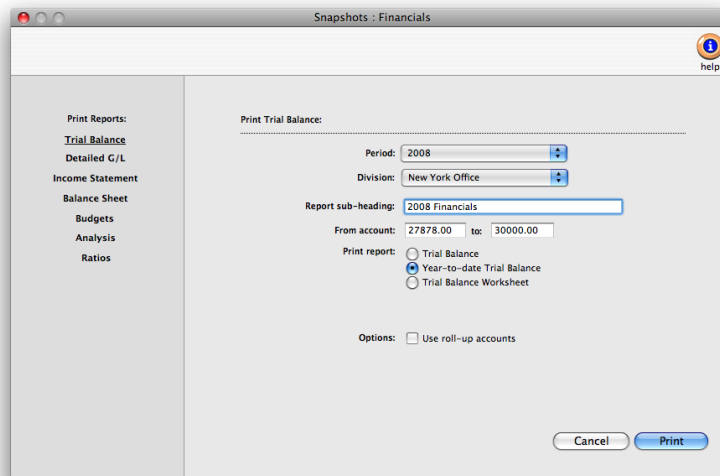
The AGI Income Statement

The income statement shows the agency's profit and loss. There are two kinds of income statements, the standard form and the agency gross income form. Both forms show the same accounts, but have different subtotals. These subtotals affect how the percentages are calculated.

The standard income statement subtotals income accounts, job cost accounts, and expense accounts. Gross profit is calculated as billings minus job costs. A gross profit percentage is calculated showing job costs as a fraction of the total billings. An account can appear in the income or job cost section, based on its classification (which is user-defined). Expenses are listed below the gross profit. The expense percentage for each overhead account is calculated as a percent of the billings, not gross profit. This calculation shows your ratio of overhead to total billings.

The AGI income statement combines your billing and job cost accounts into

the same section. The gross profit is calculated as the billings minus job costs (like media, typesetting, printing, etc.). This amount is your agency gross income. Expenses are listed below the AGI. The expense percentage for each overhead account is calculated as a percent of gross profit, not billings. This calculation shows the ratio of overhead to gross profit—the agency's gross income.

To print financials

1 Choose Snapshots > Financials.

2 Select the kind of report (i.e., Trial Balance, Detail G/L, Income Statement, etc.)

3 Make your report selection.

4 Click Print.

Tips for printing financials

■ Financial reports can be printed to the screen for quick review, before the report is committed to paper.

■ Financial statements can be printed for previous periods—even if the period is locked—by choosing the period from the pop-up menu.

■ Unless a period is locked, anyone can post entries into prior periods. This means your past financials might change after they've been printed. If someone adds costs or billings after you've printed the month's financials, be sure to reprint the reports over again.

■ Account totals on financial statements can be audited by printing audit trails and journals from the General Ledger.

■ If your audit trails and journals don't equal the financial statements, posting may have crashed during the month. Use the verify G/L account balances utility to recover the correct totals.

■ The date and time a financial statement was printed appears at the top of each report. When you're printing financial reports repeatedly, use this date to determine the most-recently printed report.

Financial Statements

Trial Balance	
Trial Balance	The Trial Balance shows assets, liabilities, equity, income, costs, and expenses. You'll see each account's beginning balance, current balance, and ending balance. Assets, costs, and expenses have positive balances; liability, equity, and income accounts have negative balances.
Year-to-date Trial Balance	The Year-to-Date Trial Balance report shows balances for each accounting period for assets, liabilities, equity, income, job costs, and expenses—for the entire year. The report is split into two sections: the first six months and the last six months.
Trial Balance Worksheet	The Trial Balance Worksheet shows each account's current and ending balance plus two blank columns, so the printed report can be used as a worksheet to calculate adjustment and adjusted balance amounts.
Detailed G/L	
Detailed G/L	The Detailed General Ledger report shows the period's journal entries for each account. Each account includes its beginning and ending balances for quick reference. For easy auditing, journal entries can be printed for selected accounts.
Detailed G/L (expanded)	The Detailed G/L (expanded) report shows all the information on the Detailed G/L along with each journal entry's job, client, and vendor information.
Income Statement	
Income Statement	The Income Statement shows income, job cost, and expense accounts as well as net profit/loss for the shop. The standard format shows gross profit as billings less job costs. It also shows expense ratios as part of total billings. The AGI format shows expense ratios as part of gross profit, not total billings.
Comparative Income Statement	The Comparative Income Statement compares this years income, job cost, and expense accounts to the amounts from last year.
Client P&L	The Client P&L report shows billings, direct costs, gross profit, and gross profit by client. Unlike the Client P&L Analysis, it does not break out each client's share of overhead.
Client P&L Analysis	The Client P&L Analysis shows each client's income, costs, direct labor, direct expenses, plus their share of the overhead allocation. The net income earned is calculated by client.
Job P&L	The Job P&L shows billing, direct costs, expenses, and gross margin for one period.
Balance Sheet	
Balance Sheet	The Balance Sheet shows ending balances for assets, liabilities, and equity. It shows your net worth.
Comparative Balance Sheet	The Comparative Balance Sheet compares assets, liabilities, and equity between two fiscal years.

Budgets	
Budget vs. Actual	The Budget vs. Actual report compares each G/L account's budget with its current balance. Budgets are entered for each account in the Chart of Accounts. You'll have the option to compare month-to-date and year-to-date totals, including percentage variances.
Comparative Budget vs. Actual	The Comparative Budget vs. Actual report compares G/L account budgets with actuals for the current period and the year-to-date.
Monthly Budget Worksheet	The Monthly Budget Worksheet lists G/L accounts with the current month's budget. An extra column is included to make manual revisions, which would be entered later into the Budget Worksheet window.
YTD Budget Worksheet	The YTD Budget Worksheet lists G/L accounts and their year-to-date budgets, plus an extra column for making revisions to the budget amounts.
Proforma Income Statement	The Proforma Income Statement projects the shop's income using the period's budgets.
Analysis	
Statement of Cash Flows	The Statement of Cash Flows report uses each G/L account's cash flow category to calculate operating, investing, and financial activities totals for the period.
Cash Flow Detail Report	This report shows detail of the amounts on the Statement of Cash Flows. It is used to analyze the amounts use to calculate the totals shown on the Statement of Cash Flows.
Media WIP Analysis	The Media WIP Analysis report is used to audit balance of the Media WIP Accruals liability account, which is updated from media billing and vendor invoices.
Ratios	
Liquidity Analysis	The Liquidity Analysis report measures the ability of the company to meet cash requirements. It's based on the ratio categories entered for each G/L account.
Profitability Analysis	The Profitability Analysis report measures how well the company is utilizing its resources
Solvency Analysis	The Solvency Analysis report measures how the company's financial health with ratios such as debt-to-equity, cash flow to interest, debt-to-assets, and more.

Balance Sheet
For period 15 - March
Profit Center: ALL   *All*

ASSETS

Assets:

name	$7,479.85
name	$5,345.00
Total Assets:	$12,824.85

Current Assets:

Cash	$-1,576.00
Petty Cash	$-396.00
Petty Cash	$0.01
Cash - Bank of America	$313,868.89
Accounts Receivable	$-170.30
Accounts Receivable - Production	$-54,200.18
Accounts Receivable - Media	$107,644.38
Accounts Receivable - Retainers	$-28,920.00
Work In Process	$16,758.79
Amortized Expenses	$20.00
Prepaid Taxes	$-20.00
Prepaid Computer Services	$1,068.75
Employee Advances	$2,153.00
Total Current Assets:	$356,231.34

Long-Term Assets:

Notes Receivable	$10,692.91
Notes Receivable	$-50.00
Amortized Supplies	$-10,113.73
Amortized Professional Fees	$3,424.96
Amortized Prop. Insurance	$-2,361.94
Equipment	$-1,000.00
Furniture & Fixtures	
Office Equipment	
Automobiles	
Computer Equipment	
Office Equipment	
Fine Art	
Leases - HP Fax	
Accum Dep - Furn & Fixt	
Accum Dep - Office quip	
Accum Dep - Automobile	
Accum Dep - Computers	
Accum Dep - Office Equi	
Accum Dep - Telephone	
Notes Rec - Officers	
Total Long-Term Assets:	

TOTAL ASSETS

Balance Sheet
For period 15 - March
Profit Center: ALL   *All*

LIABILITIES AND EQUITY

Liabilities:

Notes Payable	$-55.00
Total Liabilities:	$-55.00

Current Liabilities:

Accounts Payable - Production	$-122,996.67
Sales Tax Payable	$77.54
Sales Tax Payable - Out-of-State	$207.59
Client Deposits/Advances/Retainers	$2,850.15
Total Current Liabilities:	$-119,861.39

Equity:

Suspense	$1,900.00
Current Earnings - 2006	$-6,892.22
Current Earnings - 2007	$3,106.28
Total Equity:	$-1,885.94

TOTAL LIABILITIES AND EQUITY   **$-121,802.33**

Out of Balance (see Out of Balance Checker utility):   *$588,500.43*

Media Analysis Reports

Clients & Profits X prints three kinds of media analysis reports: post-buy, client spending, and group performance. Post-buy reports are used by media buyers to see in detail the media buys that were ordered on broadcast and insertion orders. Post-buy reports can subtotal media buys by client or station/publication. Client spending reports are used by account service to show clients how and where their advertising budget has been spent. Finally, the agency's management can use group performance reports to analyze how well the media department is managing themselves.

Post-buy, client spending, and group performance reports are based on media buys from broadcast orders and insertion orders. These reports will select media buys from the broadcast or insertion order's order date.

6 Click Print.

■ Any print or broadcast media plan that is marked as "closed" or "inactive" will not be included on media status reports or media traffic reports.

Media goals and media reports

The Media Group Performance - Trend Analysis report compares actual media spending for each kind of media (e.g., broadcast TV, radio, etc.) with the media department's billing goals. For these reports to work properly, the shop's billing goals for each media kind must be entered in the Media Goals window. Media billing goals, which are based on gross amounts on broadcast and print insertion orders, can be entered for each quarter of the calendar year. For more information about media goals, see the Media chapter.

To print media reports

1 Chose Snapshots > Media Analysis Reports.

Media reports are grouped together by category (i.e., Status, Traffic, Post-Buy, etc.). Each category has a collection of media reports that can be printed. Only one report can be printed at a time.

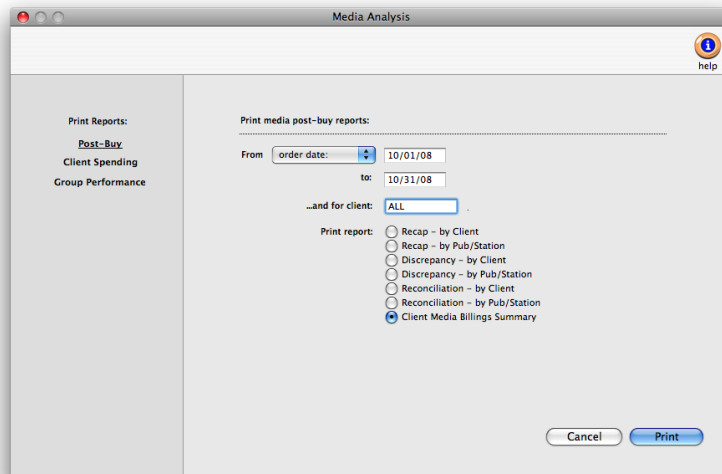3 Select a report category to show the reports that can be printed.

4 Choose a report by clicking on a report name.

5 Enter a range of dates and select any available options.

Media reports help different departments manage clients. Status and traffic reports track the day-to-day media plans and estimates. Post-buy reports help media buys track what's been ordered. Account service can use client spending reports to analyze each client's media spending. Group performance reports summarize how well the media department manages spending trends, client media profitability, and spending volumes.

Media Snapshot Reports

Post-Buy Reports	
Media Recap	The Media Recap lists buys on insertion and broadcast orders for a selected date range and sorts them by client or pub/station and month, showing the issue/flight date, ad size/program, and more.
Discrepancy	This report lists any insertion or broadcast order discrepancies between the gross and net amounts ordered vs. the actual gross and net amounts invoiced by the publication or station. The report includes each buy's A/P number and A/P date. It can be printed by client or pub/station.
Reconciliation	The Reconciliation report compares an insertion or broadcast order's gross/net amounts vs. the actual gross/net amounts invoiced by the publication or station. It shows the A/R invoice number the IO or BO was billed on and whether a client payment is posted, and the A/P invoice number the IO or BO was applied to and whether a vendor payment is posted.

Client Spending Reports	
Mix Analysis	The Mix Analysis report compares total spending with quarterly totals for each kind of media for all clients and all stations/publications.
Market Analysis (TV/Radio)	The Market Analysis report compares TV/radio spending by quarter for each market (which is optionally entered on each broadcast order or insertion order)
Product Analysis (TV/Radio)	The Product Analysis report compares TV/radio spending by quarter for each product, using the user-defined "product" field on broadcast and insertion orders.
Station/Publication Analysis	This report summarizes media spending by client by quarter for each station or publication.
Division Analysis	The Division Analysis report summarizes media spending for each division and its clients. It helps AEs track the total spending for corporate clients that have many business units or groups.
Monthly Media Analysis	The Monthly Media Analysis report summarizes total media spending for each month of the calendar year for each station/publication. This report helps media buyers and account supervisors analyze which stations and publications are getting the most media dollars from the agency.

Group Performance Reports	
Trend Analysis	The Trend Analysis report compares quarterly media spending vs. the media department's spending goals. It shows how the shop's media spending is changing from the beginning of the year.
Client Profitability	This report analyzes media billings, cost, gross profit, and average commission for each client's media spending. The report is based on the gross and net amounts from the client's media orders.
Commissions Analysis	The Commission Analysis report analyzes commissions generated by each different type of media (e.g., broadcast TV, radio, newspaper, etc.) for each client. It calculates the commission based on the order's total gross and total net. The commission is not calculated on the actual net cost from the vendor's A/P invoice or the gross amounts from the client's A/R media invoice.
Buyer Analysis	The Buyer Analysis report compares each media buyer's billings, costs, and commissions for each client. The year's totals are compared to last year's to highlight any improvements (or decreases) and calculates the average commission for each media buyer. These totals are based on broadcast orders and insertion orders, and not calculated on the actual billings from A/R or actual costs from A/P. This report can be useful for measuring the performance of each media buyer.
Media Vendor Volume Analysis	This report summarizes gross and net totals (as well as calculating the average commission) for each different kind of media. Totals are shown for each station or publication for broadcast TV, radio, etc. The report calculates the percentage increase/decrease in billings for each station/publication.