Get Inside-Out Analysis With High-Performance Reports

By Judith Hector

Sometimes running an agency can feel like trying to control a bunch of kids hyped up on sugar—just when you get things settled down something pops up and starts the insanity all over again. It can be frustrating—to say the least—and a poor-but-necessary way to spend your day. (Wouldn't you rather be doing billable work at, say, $100 per hour?!) Instead of letting your agency run you ragged, use Clients & Profits' reports to control the chaos.

With over 350 built-in reports, you've got an inside-out agency analysis at your fingertips. With a few keystrokes, you can see how well everything is working together—or how well it isn't. Your Clients & Profits reports are the best diagnostic tools you can apply to your shop, and they're a great way to identify and prevent problems brewing down the road.

Whether you're looking for flags to keep on top of cash flow, earmark key (or problem) employees, find and keep your best clients, or review historic trends to predicting future performance, Clients & Profits can help.

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Keep the cash coming

Hands down, the most important thing you can do to guarantee the long-term health of your agency is to ensure that the money keeps coming in. Any other problem can be revamped with minimal disruption, but if you don't have the green you're in trouble. With Clients & Profits, you can look at unbilled costs (and bill for them), find past due invoices (and resubmit them), find clients that neglect payments (and put their accounts on hold), and more. There are dozens of cash flow analysis reports to help you find the leaks— and plug 'em.

Clients & Profits can also help you analyze your billable tasks revenue and job profitability. Task cost and job revenue analysis reports show which tasks are most profitable—and which ones might be better out sourced. Better yet, work with AEs to help sell more profitable job types. By shifting the mix of creative to more profitable work, you'll see higher revenues without increasing costs.

Know your top performers

Knowing who is doing what, when, and for how long is tantamount in figuring out the best way to make money. With staff time analysis reports, you can see if you've got the right people doing the right work. You wouldn't want to put a high-cost staffer on a low-profit task; the math just doesn't work out. Likewise, performance reports will help you see who's getting work done on time. When it comes time for promotions and raises, check Clients & Profits to see who's a superstar—or a super dud.

> C&P can quantify raises and bonuses paid to staffers based on performance with a few key reports:
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> When it comes time for promotions and raises, check reports to see who's a superstar—or a super dud. Compare hours worked with required hours by staff and see what percentage of overtime people work. Take it one step further and find out what percentage of staff hours are billable and what is overhead.

Clients & Profits can quantify raises and bonuses based on performance. When faced with determining annual bonuses, Ann Adams, controller at J. Stokes & Associates prints the Time Summary by Staff report for the entire year. "Based on this report, I compared hours worked to the required hours by staff and was able to quickly determine what percentage of overtime people work," Ann says. "It sure supported the bonus calculations with hard facts."

With the analyses in Clients & Profits, you can make sure you have the right people in the right teams. You might find that your new creative director routinely passes off hard tasks and hoards easy ones, or spends an inordinate amount of time getting those gnarly jobs done. Maybe it's time to intervene as a concerned manager—or reassign him to a position more suitable for his bottom-line skills.

With Clients & Profits, you can easily find out what percent of staff hours are billable. "One of the reports that I do regularly now is Staff Utilization to see how much time people are working," says Joe Notovitz, president of Notovitz Communications. "When I first ran it, I was surprised to see how low it was for a few people, then made appropriate changes to bring those higher."

Time accountability

Unless you've been on the moon for the past 18 months, you've heard about the federal fraud charges brought against a top international agency for fudging time sheets. The offending account execs allegedly

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Butt-saving reports

Whether it's jobs, clients, or billings, you're responsible for making sure that work gets done right. Here are six reports to help save your butt when the pressure to perform is on.

■ **Need to make sure that all of your staffers stay on task?** Use the Work to Do report to see unfinished tasks for each staffer, including estimated hours, allocated hours remaining, and more. (Whip not included.)

■ **Worried about keeping your job on-budget?** Check out the Job Progress report to see the estimated billable amount and hours, actual hours, costs, billings, and unbilled amounts. From here you can rein in run-away costs (or plump up details with some extra cash).

■ **If you're responsible for the shop's media, you'll love the Space Closing report.** Print it by date range for space closings, then see the publication/station, client code, ad size, materials due date, and more. You'll never miss a placement again!

■ **Want to know which staffers are performing the best?** Then rely on the Department Productivity report to keep an eye on staffers' total and billable hours—and peer comparisons. Time for annual reviews? You can also print this report with year-to-date totals.

■ **Keep cash flowing!** Use the Billing Hot Sheet to see unbilled jobs by client, including each job's estimate (plus change orders), billed, and remaining unbilled amounts. Get those bills out—and the cash coming in!

■ **Want to know the history of a job?** Then print the Job Diary report. You can print all of the entries in order or sort by who or what. However you print it, you've got a thorough history of the job—and a life-saver if the client wants to know what happened.

REPORTS YOUR STAFF DOESN'T WANT TO SEE

By Mindy Williams

Agency accountability is the newest buzzword for an old-fashioned idea: Doing an honest day's work. With Clients & Profits storing all the details, it's easy to make sure that everyone is working optimally.

Missing Time report Print this report on Tuesday afternoon of the current week and see who hasn't added all of their required hours. Remind (read: E-mail, yell at, whatever) staffers with missing time to enter their hours. Give them until Thursday morning to wise up ... or else!

Missed Deadlines See which finished tasks missed their due dates. Since this report also shows who was responsible for getting the task done, you can see which staffers continually miss deadlines. Remember, though, that it may not be their fault. Maybe the scheduler isn't allowing enough days for the work to be done. If so, make some adjustments to future schedules.

Billing Recap by AE Find out how much income each AE is adding to the bottom line with the billing recap report. This report summarizes billings by account executive for any date range with a percentage of total billings for each one.

AE/Team Projected vs. Actual Gross Margin See which AEs are billing the total estimate and how close budgeted costs are to actuals. If an AE is continually exceeding the estimate/budget amounts, maybe they need some guidance ... to the door.

Team/Staff Productivity Take a look at the percentage of utilization (total vs. billable hours) for each staffer by AE/Team and see how well an AE controls the work done by their team.

You can never know too much when it concerns whether or not your staffers are working at their peak efficiency. These five reports do scrutinize employees, but staffers won't mind if they're doing their jobs right.

Mindy Williams is a senior member of the Clients & Profits Help desk and coedits the quarterly newsletters.

Great reports you're probably not using

With over 300 reports in Clients & Profits, you've probably found a half dozen reports that you love and use all the time. Here are five more to add to your repertoire—and save you tons of time.

Unbilled Insertion & Broadcast Orders This report is indispensable if you bill a lot of media orders and need to quickly know what's currently unbilled. The report prints by client and publication, making it so easy to check on unbilled orders.

Media Reconciliation A wonderfully concise and detailed auditing report that ensures each order has been fully processed from media, job costing, billing, and income perspectives. The report prints by client or publication, showing what's been ordered, actual costs, A/R and A/P invoice numbers, and whether or not the invoices are paid.

Audit Trail This report finds every transaction posted to the General Ledger that refers to the same job, client, or vendor. If you need to track down job amounts, this report will save you hours!

Comparative Budget vs. Actual If you're not yet budgeting your job costs, income, and expenses—get busy because your competition is! Get into budgeting the easy way by basing this year's budget amounts on last year's actuals. Click on the Budget Worksheet in your Chart of Accounts window to automatically create a budget based on the previous year's amounts. You can compare your budget to the actuals any time .

Job Cost Transfers This weekly report is a great way to keep informed about where costs came from (or went to) without having to track down each one individually. You can review job cost transfers for any date range.

FIND THE RIGHT REPORT AUTOMATICALLY

Our exclusive Report-o-Matic has examples of 350+ reports—and eliminates guess-work

Search the Clients & Profits Report-o-Matic database

The sample reports in the Report-o-Matic are categorized by function (e.g., production, profitability, media, etc.; see "Category"), the types of staff members who are most likely to use them (see "Used by") and by Clients & Profits version (see "Available from"). Entering a keyword searches the Report-o-Matic's descriptions to find reports that match your entry (i.e., billing, time, etc.).

Used by: CFOs

Keywords: Staff

Category: Productivity

Available from:
- ☑ Clients & Profits Classic
- ☑ Clients & Profits Pro
- ☐ Job Tracker
- ☑ Clients & Profits SQL

[Search]

@ Clients & Profits Report-o-Matic

Refresh Home | AutoFill Print Mail

tsandprofits.com:591/reports/FMPro

@ SignOnSanDiego @ Amazon @ Superpages @ Mac OS X

Search Results

Click on a report name to see its details and a sample of the printed report.

Report Name	Description
Client Time by Staff	This report analyzes how time is spent on clients by each staff member. Time is selected for any range of dates. You'll see each staff member's total hours, cost, and billable amounts subtotaled by client. This report shows totals only; to see the day-by-day time entries, you'll need to print time reports (see Time Sheets).
Department Productivity [Snapshots]	The Department Productivity report compares each staff member's total hours vs. their billable hours. The staff members are sub-totaled by department.
Department Productivity (w/YTD Hours) [Snapshots]	The Department Productivity report compares how hours were spent by each department's staff members on each client.
Missing Time	The Missing Time report lists each staff member departement showing their planned hours vs. th actual hours. It shows who hasn't accounted fo of their time.
Staff Realization	The Staff Realization report calculates the percentage of billed hours vs. total hours for e staff member. It shows how much time was a billed to clients for each staffer.
Staff Stats	The staff stats report graphs a staff member quarterly hours. It calculates the percentage billable and overtime hours vs. total hours, a as showing the top client hours worked for

Page Holder

Internet zone

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1. Start your search at **www.clientsandprofits.com/report-o-matic**

Use the pop-up menus to choose your job description (such as CFO, traffic manager, AE, etc..), and report category. Check which version of Clients & Profits you want to search, and enter any key words. The Report-o-matic will search through more than 350 standard reports based on your selections.

2. Search results appear in a list, complete with descriptions and links to examples of each report. Click on the link to view a sample report and step-by-step printing instructions.

Not sure which report is right? Then click on the **A-Z Index**
link for a complete list of all Clients & Profits reports.
Click on the report name to learn where to find it in Clients
& Profits, who uses the report, which version you'll find it
in, and to see a sample.

Clients & Profits Reports Index: A - Z

A | B | C | D | E | F | G | I | J | K | M | O | P | R | S | T | U | V | W | Y

Over 300 production, accounting, and analysis reports are available from the different versions of
Clients & Profits, many of which are listed below. Reports are listed alphabetically by name. Snapshot
reports, which are the system's key analysis reports, are indicated with the `Snapshots` label. To view
one of the Clients & Profits reports, **click** on its name.

A complete Acrobat-based collection of C&P reports can be downloaded from the **Report-o-matic**
page.

A

Account History
Accounts Payable Journal
Accounts Payable List
Accounts Payable Summary
Accounts Receivable Journal
Accounts Receivable List
Accounts Receivable List by AE **New!**
Accounts Receivable List by Billing Type
Accounts Receivable List by Division **New!**
Accounts Receivable Summary
Ad Sizes List
Advance Billings
AE Client Invoice Aging `Snapshots`
AE Job List
AE/Team Job Summary `Snapshots`
AE/Team Projected Gross Margin `Snapshots`
AE/Team Projected vs. Actual GM
AE/Team Projected Change Orders `Snapshots`
Approved Change Orders
Audit Trail
Audit Trial (sub-totaled by client)
Auto-Reversing Entries

L

Large Jobs
Liquidity Ratio Analysis `Snapshots`

M

Materials Due `Snapshots`
Markdowns
Media Analysis
Media Brand Analysis
Media Campaign Analysis
Media Commissions Analysis **New!**
Media Discrepancy by Client **New!**
Media Discrepancy by Pub/Station
New!
Media Division Analysis
Media Estimate
Media Estimate List
Media Estimate Status Report
Media Goals **New!**
Media Group Analysis
Media Job List

QUESTIONS AND ANSWERS

Q. How do I export C&P reports to Excel?

Many of the reports in Clients & Profits are spreadsheet-ready. When you print a C&P report to the screen, check to see if the Edit menu is enabled. If so, choose Select All, then Copy. Open a spreadsheet and choose Paste from the Edit menu in your spreadsheet program. The entire C&P report is copied to the spreadsheet with columns maintained, which now can be easily edited.

Q. Can I copy and paste just part of a report?

Yes. After printing the report to screen, click and drag your mouse around the portion of the report you wish to copy. A dotted line appears around what was copied. Choose Edit > Copy. Open a spreadsheet and choose Edit > Paste. Only the portion of the report you selected copies to the spreadsheet with the columns maintained, ready to be fine-tuned as necessary.

Q. Can I convert reports to PDF files?

If you have Adobe Acrobat, you can convert reports to PDF. Follow these simple steps from the online tutorial at *www.clientsandprofits.com/support/FAQs/tech_notes/technote_PDFs.html*

Q. There are so many reports in C&P. Are there printed samples somewhere?

The Clients & Profits web site includes an interactive database called the Report-o-matic, which sifts through more than 350 reports based on your job title (or view all of them alphabetically in a list.) Clicking on the

report name shows a sample of the printed report, along with step-by-step printing instructions: *www.clientsandprofits.com/report-o-matic.html*

Q. What does printing a report to file do?

When you print a report to a file, it creates a PRN file, which can be opened in a spreadsheet software and saved as a new document. The nifty thing about printing to a file is that you can easily E-mail it to someone and let them open it in their spreadsheet software of choice.

> The Clients & Profits web site includes an interactive database of over 350 Clients & Profits reports called the Report-o-matic.
>
> Select your role at your shop to find reports that would benefit you. Your search results appear listing reports with their descriptions. Click the link to see what a printed report looks like. Included are directions on how to find the report in C&P.

Q. How can I put my shop's logo on estimates, invoices, and POs?

You can add your logo to estimates, invoices, POs, IOs, and BOs using the templates in the Preferences menu. The size of your logo is very specific (795 pixels wide by 300 pixels high) and must be saved in either PICT or BMP format. To paste your logo, choose Setup > Preferences and choose the desired option (e.g., estimate, invoice, etc..). Click inside of the logo field, then choose Edit > Paste from File. Find your logo file. Click OK. Repeat these steps for each preference area as needed. For more information, see the logo tech note at: *http://www.clientsandprofits.com/support/FAQs/tech_notes/technote_logos.html*

Q. How can I submit an idea for a report I think should be in C&P?

Submit your idea to our on-line wish list here: *www.clientsandprofits.com/support/bug_wish_request.html*

GUARANTEED GREAT IDEAS!
How to get the most out of Clients & Profits reports

Here are five tips to help you get the most mileage from your Clients & Profits reports

Share reports with your clients. Some reports in Clients & Profits are perfect for sharing with clients, such as schedules, time lines, creative briefs, and more. By bringing clients into the loop, they realize that getting things done on-time and on-budget is partly their responsibility (If you use the My Clients & Profits! web server, clients can view their own jobs online, too).

Stop being a data meister. One you've identified which reports staffers should see, ask them to print their own. You'll free up your time for more important work.

Use a PC to run long, complex reports. Although Clients & Profits is made for both Mac and Windows, complex reports with a lot of number crunching run faster on a Windows-based PC. In our testing, we found that most reports ran up to six times faster on a PC than even the fastest Mac because of Windows' superior data handling (i.e., disk I/O). For benchmarks, please see http://www.clientsandprofits.com/sales/workstation_recs.html.

Print reports to screen instead of the printer. You can save a forest by viewing the reports on your monitor first, then sending them to the printer. Over time you'll build a database full of historic information that can be viewed as comparative reports for year-to-year analysis. Once you get used to seeing reports on screen, you may never use paper again!

Mirror your style with a new font. If your agency uses a standard font, you can change the font setting in Clients & Profits to your shop's signature font. (Remember to test the new font, though, as some reports might not print correctly when the font is changed.)

FIND (AND STOP) VAMPIRE CLIENTS

By Kelly Lothringer

A job can start with a clear estimate and detailed creative brief, but along the way the client changes his mind, loses focus, or begins making huge demands. The project mutates into a monster—one that sucks your company's resources, time, and profits dry.

Use Clients & Profits to bring those resource-draining clients into the sunlight. Identifying vampire clients can be easy with a few reports.

The Client Time by Staff report analyzes how much time staffers spend by client, and the Monthly Client Time Summary shows how much overtime is being logged.

The Unbillable Time Analysis shows how much unbillable time staffers use on each client. To see if clients need too much extra help, run the Freelance Time Analysis to see client hours for employees vs. free-lancers.

A client changing the path of a job can raise costs, and you might get stuck with the bill. Find out for sure: run the Write-offs and Markdown reports to see by client how many costs were forgiven when jobs were billed.

Want to find out how deep the client is biting? Then look at the Gross Margin by Client. It shows just that, as well as the ratio of job billings to job costs. The Client vs. Client Gross Margin is a snapshot revealing profitable and unprofitable clients.

Now that you know who the vampire clients are, how can you stop them from draining your shop? Drop the wooden stakes (although using them may be tempting) and use reports in Clients & Profits instead.

Revisit the Creative Brief and remind the client of the original objectives. Use change orders to document all changes and have the client sign-off on them so he knows the cost of the demands.

The client may show his fangs, but if you stay focused and communicate you can keep your shop from being drained dry.

Kelly Lothringer, C&P's marketing/ PR coordinator, was a senior Help desk rep for four years.

ON-TARGET REPORTS (con't)

Continued from page 2

padded agency hours and moved costs between clients to boost job revenue and make their numbers. Although this fairly common practice is generally innocent, now that clients are aware of it, they are clamoring for time accountability—and agencies are revising the way they account for hours worked. But if you're using Clients & Profits for timekeeping, rest easy.

When staffers add their time in Clients & Profits, have them add notes explaining what they did. Require that time be added daily and enforce the rule with C&P's TimeCop, a nifty little watchdog that counts the hours that staffers add then hounds them when they leave their timecard incomplete.

The best way to ensure that time accounted for matches the work done is to print reports based on historic data. For example, if you've done 20 similar jobs, print job summary reports and compare the old with the new. If something is out of whack, start asking why.

After a job is done, marry time cards with change orders, the job diary, and task notes to build a strong case for invoice items. If you've set up the right access privileges and markups, puffing up and moving costs is nearly impossible. (How's that for CYA?)

And the best client is...

The general consensus is that the incumbent agency has only a one in 10 chance of hanging on to clients who put their accounts up for review. Everyone has some great clients worth hanging on to—and some that suck the life out of the agency. The best and worst are easy to spot, but what about the rest of them? Use Clients & Profits reports to find out which are which.

Elisabeth Wall, president of EB Wall & Associates, took a look at client profitability and was surprised to see that a few clients with big billings were far less profitable than she thought. It turns out that the clients were mo-

nopolizing the staff's time with less profitable and unbillable tasks. After the analysis, the clients were resigned. "They just weren't the right fit for our organization," she says, "and without them we're much more profitable."

Here today, here tomorrow

It doesn't take a soothsayer to know if your shop will be around next year. It only takes a few reports from Clients & Profits. The reports mentioned here will give you a great foundation to start your agency trend analyses. If you need others, there's a good chance you'll find one already built into C&P (see the Report-o-matic for examples). Once you've identified those dozen or so key reports that are the most meaningful to you, set up reminders to print them monthly, quarterly, or annually. Over time, the on-going analyses will become more meaningful—and accurate—giving you a clear picture of where your shop is going.

Judith Hector is the director of marketing for Clients & Profits.

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