

SOLUTIONS**360**
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MASTER CLASS



One Dashboard I – v24.01 Prerequisites / Setup

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FEB 19, 2025

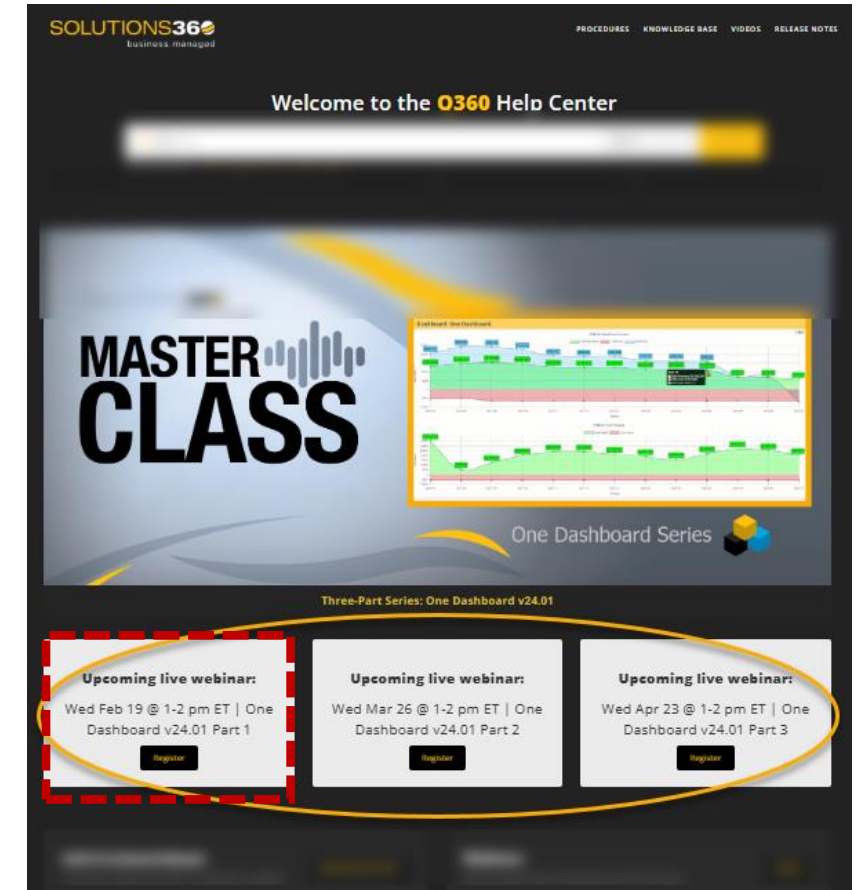
Target Audience and Prerequisites

Target Audience:

- Management Professionals - Individuals in Executive, Sales, Operations, Project Management, Procurement, Service, and Accounting roles who drive effective and profitable business functions
- Q360 Users - Anyone seeking a deeper understanding of the core components within the One Dashboard

Prerequisites / Optional Related MasterClasses:

- Key Reports I – for Executives (Sept 14, 2022)
- Key Reports II – for Sales and Operations (Feb 8, 2023)
- WBS I (Feb 9, 2022), WBS II (March 16, 2022) and WBS III (April 13, 2022)
- Sales within Q360, PM within Q360 and Service within Q360 training (reach out to your CSM)



Learning Objectives

By the end of this session, you will be able to:

- Identify Key Reports – Recognize six of the seven critical reports that drive the Break Even Forecast section of the One Dashboard, including:
 - Labor Capacity Forecast
 - Project Labor Forecast
 - Project Hours Summary
 - Project Material Scheduling Summary
 - Project Revenue / Cost Forecast
 - Service Contract Revenue Forecast
- Evaluate data quality – assess the quality of your Company's data within these reports by understanding key prerequisites and dependencies
- Diagnose and resolve data issues – identify common data quality challenges and implement effective solutions to improve reporting accuracy and reliability

Agenda

1. Introduction
2. Labor Capacity Forecast
3. Project Labor Forecast
4. Project Hours Summary
5. Project Material Scheduling Summary
6. Project Revenue / Cost Forecast
7. Service Contract Revenue Forecast
8. Summary
9. Q & A
10. Wrap-Up & References



1. Introduction

The One Dashboard consists of two key sections:

1. Break Even Forecast Dashboard – provides a forecast of Revenue, Costs, and Net Profit
2. Monthly Cash Forecast – reflects Accounts Payable (AP), Accounts Receivable (AR), and Fixed Expenses



1. Introduction

Exploring Key Reports in the Break Even Forecast Dashboard:

- Purpose – how each report helps track revenue, costs, and profitability
- Prerequisites – the essential data needed for accurate forecasting
- Representative Displays – visual examples of report data
- Common Challenges & Remedies – how to resolve data quality issues



Poll #1:

What challenges prevent your organization from effectively using the Break-Even section of the One Dashboard? *(Select all that apply)*

- a) Lack of Awareness – we're not familiar with it
- b) Understanding Gaps – we're unclear on the associated data prerequisites
- c) Data Quality Issues – our data tends to be incorrect or incomplete
- d) Effort vs. Value – the setup & maintenance efforts outweigh the benefits
- e) Limited Adoption – we don't see or fully understand its value
- f) No Challenges – we use it and find it valuable

2. Labor Capacity Forecast – Q0216

Purpose

- Visibility into direct Labor capacity and scheduled allocation over a specified period
- Optimize Schedule-to-Capacity alignment while minimizing discrepancies (over or under allocation)
- May be overlaid with Sales Opportunities (Quotes) for enhanced forecasting

Labor Capacity Forecast												
#	Entity No.	Branch	Labor Type	Sched Jan/2025	Capacity Jan/2025	Delta Jan/2025	Sched Feb/2025	Capacity Feb/2025	Delta Feb/2025	Sched Mar/2025	Capacity Mar/2025	Delta Mar/2025
ACCT ANALYST (2)				131	304	172	92	292	198	56	314	257
1	01	HEADOFFICE	ACCT ANALYST	47	157	110	1	142	140	2	157	155
2	02	PHOENIX	ACCT ANALYST	84	147	62	91	150	58	54	157	102
ADMIN (2)				449	607	156	394	577	182	395	629	232
01		HEADOFFICE	ADMIN	394	487	92	363	427	64	383	472	88
02		PHOENIX	ADMIN	55	120	64	31	150	118	12	157	144
BUS ANALYST (3)				290	779	488	264	742	476	229	727	497
5	01	HEADOFFICE	BUS ANALYST	2	157	155	3	142	138	4	157	153
6	02		BUS ANALYST	4	0	-4	4	0	-4	6	0	-6
7	02	PHOENIX	BUS ANALYST	284	622	337	257	600	342	219	570	350
CONSULTANT (2)				175	0	-175	73	0	-73	85	0	-85
8	01	HEADOFFICE	CONSULTANT	1	0	-1	0	0	0	0	0	0
9	02	PHOENIX	CONSULTANT	174	0	-174	73	0	-73	85	0	-85
CORE DEVELOPER (2)				0	883	883	0	870	870	0	945	945
10	01	HEADOFFICE	CORE DEVELO...	0	598	598	0	570	570	0	630	630
11	02	PHOENIX	CORE DEVELO...	0	285	285	0	300	300	0	315	315
CUST SERV (2)				5	1,348	1,342	8	1,215	1,206	2	1,417	1,414
12	01	HEADOFFICE	CUST SERV	0	793	793	0	615	615	0	787	787
13	02	PHOENIX	CUST SERV	5	555	549	8	600	591	2	630	627
DEVELOPER (3)				210	2,335	2,125	38	2,215	2,176	0	2,313	2,312
14	01	HEADOFFICE	DEVELOPER	0	1,249	1,249	0	1,125	1,125	0	1,237	1,237
15	02		DEVELOPER	70	0	-70	2	0	-2	0	0	0
16	02	PHOENIX	DEVELOPER	140	1,086	946	36	1,090	1,053	0	1,076	1,075
IT (2)				31	142	110	21	142	120	9	157	148
17	01	HEADOFFICE	IT	31	142	110	19	142	122	0	157	157
18	02	PHOENIX	IT	0	0	0	2	0	-2	9	0	-9
PROJ MGR (3)				250	562	311	199	584	384	148	629	479
				1,670.00	7,890.00	6,212.00	1,093.00	7,507.00	6,404.00	926.00	8,075.00	7,140.00

2. Labor Capacity Forecast – Q0216

Prerequisites

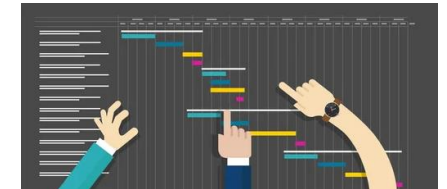
Labor Type
(By Direct Employee / Branch)



Employee Availability (Capacity)



Project Scheduling
(Effort By Task)



Optional:

Opportunity with Quotes (Close & Install Dates)



2. Labor Capacity Forecast – Q0216

Challenges	Remedies
Missing Labor Types (Direct)	Designate Labor Types to Employees
Incomplete Capacity data / misalignment	Assign Calendars / Work Hrs to Employees
Scheduling discrepancies	Use Project Templates / Start & End dates
Unscheduled Effort	Use incremental scheduling (phase-based) and ensure ICOs / CCOs up to date
Overlapping or conflicting Schedules	Monitor and adjust Labor Capacity
Opportunities not reflected correctly	Ensure accurate Sales Dates / Probability

2. Labor Capacity Forecast – Q0216

Example 1

LIVE DATA: Labor Capacity Forecast - Labor Capacity Forecast

LIVE DATA: Labor Capacity Forecast - Labor Capacity Forecast

#	Entity No.	Branch	Labor Type	Sched Feb/2025	Capacity Feb/2025	Delta Feb/2025	Sched Mar/2025	Capacity Mar/2025	Delta Mar/2025
18	01	MESA	ENGINEERING		0	-35	12	0	-12
19	01	SAN JOSE	ENGINEERING		0	-40	13	0	-13
20	01	VANCOUVER	ENGINEERING		0	-62	22	0	-22
INSPECTOR (1)					0	0	0	0	0
01	01	HOUSTON	INSPECTOR		0	0	0	0	0
INSTALLER - FINISH (5)				1,792	0	-1,790	2,972	0	-2,972
22	01		INSTALLER - FI...		0	0	0	0	0
23	01	ALBANY	INSTALLER - FI...	6	0	-602	748	0	-748
24	01	MESA	INSTALLER - FI...	3	0	-311	877	0	-877
25	01	TAMPA	INSTALLER - FI...	5	0	-583	447	0	-447
26	01	VANCOUVER	INSTALLER - FI...	2	0	-294	900	0	-900
INSTALLER - ROUGH (7)				1,122	0	-1,121	1,222	0	-1,222
27	01		INSTALLER - R...		0	0	20	0	-20
28	01	ALBANY	INSTALLER - R...	2	0	-224	320	0	-320
29	01	HOUSTON	INSTALLER - R...	1	0	-127	40	0	-40
30	01	MESA	INSTALLER - R...	2	0	-272	204	0	-204
31	01	SAN JOSE	INSTALLER - R...		0	-84	61	0	-61
32	01	TAMPA	INSTALLER - R...	1	0	-155	308	0	-308
33	01	VANCOUVER	INSTALLER - R...	2	0	-259	269	0	-269
PROGRAMMING (7)				1,074	0	-1,074	313	0	-313
34	01		PROGRAMMING		0	0	0	0	0
35	01	ALBANY	PROGRAMMING	3	0	-345	50	0	-50
36	01	HOUSTON	PROGRAMMING		0	-55	0	0	0
37	01	MESA	PROGRAMMING	2	0	-250	65	0	-65
38	01	SAN JOSE	PROGRAMMING		0	0	105	0	-105
				5,201.00	0.00	-5,201.00	5,632.00	0.00	-5,632.00

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Let's go to Q360...

Example 2

LIVE DATA: Labor Capacity Forecast

LIVE DATA: Labor Capacity Forecast

#	Entity No.	Branch	Labor Type	Sched Feb/2025	Capacity Feb/2025	Delta Feb/2025	Sched Mar/2025	Capacity Mar/2025	Delta Mar/2025
(3)				45	0	-45	0	0	0
1	01			42	0	-42	0	0	0
2	01	HOUSTON		3	0	-3	0	0	0
3	01	STAGING 1		0	0	0	0	0	0
ANALYST (2)				0	498	498	0	524	0
01	01	HEADOFFICE	ANALYST	0	368	368	0	388	0
5	03	BARRIE	ANALYST	0	130	130	0	136	0
Designer (1)				0	0	0	0	0	0
6	01	Spacedock4	Designer	0	0	0	0	0	0
ENGINEERING (2)				0	320	320	0	336	0
7	01	NEW JERSEY	ENGINEERING	0	160	160	0	168	0
9	02	CORPORATE	ENGINEERING	0	160	160	0	168	0
Engineering (1)				0	0	0	0	0	0
8	01	Spacedock7	Engineering	0	0	0	0	0	0
INSTALLER (5)				61	950	889	0	997	0
10	01		INSTALLER	0	160	160	0	168	0
11	01	HEADOFFICE	INSTALLER	21	320	299	0	336	0
12	01	HOUSTON	INSTALLER	40	160	120	0	168	0
13	01	NEW JERSEY	INSTALLER	0	160	160	0	168	0
14	03	BARRIE	INSTALLER	0	150	150	0	157	0
PROJECT MGMT (3)				0	940	940	0	987	0
15	01		PROJECT MGMT	0	160	160	0	168	0
16	01	HEADOFFICE	PROJECT MGMT	0	600	600	0	630	0
17	02	CORPORATE	PROJECT MGMT	0	180	180	0	189	0
TECHNICIAN (2)				0	2,814	2,814	0	2,983	0
18	01	HEADOFFICE	TECHNICIAN	0	2,634	2,634	0	2,794	0
				106.00	5,522.00	5,416.00	0.00	5,827.00	0.00

3. Project Labor Forecast – Q0215

Purpose

- Detailed, period-based view of scheduled and assigned Labor hours for both Projects and Opportunities
- Enables stakeholders to analyze and plan future Labor resource needs by:
 - Reviewing forecasted vs. assigned hours
 - Identifying potential resource shortfalls
 - Ensuring Labor capacity alignment well in advance

Project Labor Forecast												
#	Z	Branch	Sched Jan/2025	Assign Jan/2025	Sched Feb/2025	Assign Feb/2025	Sched Mar/2025	Assign Mar/2025	Sched Apr/2025	Assign Apr/2025	Sched May/2025	Assign May/2025
+		ACCOUNTING (20)	51	0	65	0	41	0	31	0	17	0
+		ADMIN (17)	444	0	388	0	392	0	378	0	383	0
+		ANALYSIS (17)	169	0	125	0	130	0	73	0	46	0
Filters	+	CONSULT-MONTHEND (7)	70	0	19	0	10	0	13	0	0	0
	+	CONSULTING (25)	169	0	65	0	82	0	32	0	1	0
	+	DATA IMPORT (4)	57	0	16	0	2	0	14	0	1	0
	+	DEVELOPMENT (16)	205	0	37	0	0	0	17	0	3	0
	+	GO-LIVE-SUPPORT (3)	0	0	25	0	0	0	30	0	0	0
+		POST-GO-LIVE-SUPPORT (2)	0	0	33	0	32	0	3	0	0	0
+		PROJECTCOORD (44)	45	0	39	0	42	0	36	0	30	0
+		PROJECTMGT (20)	182	0	136	0	94	0	64	0	44	0
+		REPORT (5)	42	0	0	0	0	0	0	0	19	0
+		SETUP & CONFIG (3)	31	0	21	0	9	0	1	0	0	0
+		SUPPORT (8)	4	0	8	0	2	0	3	0	0	0
+		SYSTEM CONSULTING (6)	85	0	4	0	2	0	1	0	0	0
+		TRAINING (16)	40	0	54	0	49	0	16	0	41	0
+		TRAVEL (2)	12	0	0	0	10	0	0	0	0	0

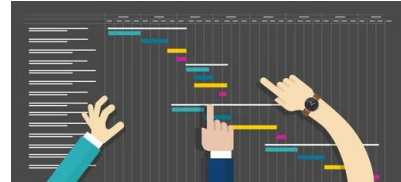
3. Project Labor Forecast – Q0215

Prerequisites

Labor Type
(By Direct Employee / Branch)



Project Scheduling
(Effort by Task)



Project Assignment



Optional:

Opportunity with Quotes
(Close & Install Dates)



3. Project Labor Forecast – Q0215

Challenges	Remedies
Missing Labor Types (Direct)	Designate Labor Types to Employees
Incomplete Capacity Data / Misalignment	Assign Calendars / Work Hrs to Employees
Scheduling discrepancies	Use Project Templates / Start & End dates
Unscheduled Effort	Use incremental scheduling (phase-based) and ensure ICOs / CCOs up to date
Named Resource not assigned	Assign Project Tasks to Resources (1-2 weeks in advance)
Incomplete Project data (Start / End Dates) or unplanned / scheduled tasks	Ensure all Project have accurate Start / End Dates and planned / scheduled tasks
Opportunities not reflected correctly	Ensure Accurate Sales Dates / Probability

3. Project Labor Forecast – Q0215

Example 1

LIVE DATA: Project Labor Forecast

#	Z	Branch	Department	Project No.	Project/Opp Title	P.M.	TB Category	Labor Type	Sched Feb/2025	Assign Feb/2025
Project Labor Forecast										
ADMIN (6)										
1	Q	HOUSTON	AV	480288	Prebon Technology Institute Ltd./...	JGRAHAM	ADMIN	ADMIN	0	0
2	Q	HOUSTON	AV	480050	Prebon Technology Institute Ltd./...	JGRAHAM	ADMIN	ADMIN	0	0
3	Q	HOUSTON	AV	480244	Prebon Technology Institute Ltd./...	JGRAHAM	ADMIN	ADMIN	0	0
4	Q	HOUSTON	SECURITY	479976	Prebon Technology Institute Ltd./...	TINDAWALA	ADMIN	ADMIN	0	0
5	Q	HOUSTON	SECURITY	480292	Prebon Technology Institute Ltd./...	TINDAWALA	ADMIN	ADMIN	0	0
6	Q	HOUSTON	SECURITY	480294	Prebon Technology Institute Ltd./...	JMULDOON	ADMIN	ADMIN	0	0
CABLING (1)										
7	Q	HOUSTON	SECURITY	479976	Prebon Technology Institute Ltd./...	TINDAWALA	CABLING		0	0
COMMISSIONING (15)										
8	Q	HOUSTON	AV	480419	Bedford Baylor Inc./Entrance / Sur...	JMULDOON	COMMISSIONI...	INSTALLER - FL...	0	0
9	Q	HOUSTON	AV	480778	Chrysler Motor Company/Entranc...	MKYLE	COMMISSIONI...	INSTALLER - FL...	0	0
10	Q	HOUSTON	AV	480392	Juniper Networks Inc./Auditorium ...	AGORDON	COMMISSIONI...	INSTALLER - FL...	0	0
11	Q	HOUSTON	AV	480306	Prebon Technology Institute Ltd./...	AGORDON	COMMISSIONI...	INSTALLER - FL...	0	0
12	Q	HOUSTON	AV	480790	Xeron Enterprises/Entrance / Inter...	JGRAHAM	COMMISSIONI...	INSTALLER - FL...	0	0
13	Q	HOUSTON	LIFE SAFETY	480747	Extron Electronics/Warehouse / Vi...	JMULDOON	COMMISSIONI...	INSTALLER - FL...	0	0
14	Q	HOUSTON	LIFE SAFETY	480732	Trinity Health/Building 5 / Access ...	AGORDON	COMMISSIONI...	INSTALLER - FL...	0	0
15	Q	HOUSTON	LIFE SAFETY	480789	Verizon Telephone/Hall 3 / Video ...	JGRAHAM	COMMISSIONI...	INSTALLER - FL...	0	0
16	Q	HOUSTON	SALES	480301	Prebon Technology Institute Ltd./...	TINDAWALA	COMMISSIONI...	INSTALLER - FL...	0	0
17	Q	HOUSTON	SALES	480333	Prebon Technology Institute Ltd./...	TINDAWALA	COMMISSIONI...	INSTALLER - FL...	0	0
18	Q	HOUSTON	SALES	480330	Prebon Technology Institute Ltd./...		COMMISSIONI...	INSTALLER - FL...	0	0
19	Q	HOUSTON	SALES	480323	Prebon Technology Institute Ltd./...	MKYLE	COMMISSIONI...	INSTALLER - FL...	0	0
20	Q	HOUSTON	SECURITY	480708	InFocus Corporation/Lobby / Sma...	JGRAHAM	COMMISSIONI...	INSTALLER - FL...	0	0
21	Q	HOUSTON	SECURITY	480304	Prebon Technology Institute Ltd./...	JGRAHAM	COMMISSIONI...	INSTALLER - FL...	0	0
22	Q	HOUSTON	SECURITY	480387	Tenza Communications Inc./Conf...	EFUNG	COMMISSIONI...	INSTALLER - FL...	0	0
DESIGN (24)										
									0.00	0.00

Let's go to Q360...

Example 2

LIVE DATA: Project Labor Forecast

#	Z	Branch	Department	Project No.	Project/Opp Title	P.M.	TB Category	Labor Type	Sched Feb/2025	Assign Feb/2025
Project Labor Forecast										
ADMIN (6)										
1	Q	HOUSTON	AV	480288	Prebon Technology Institute Ltd./...	JGRAHAM	ADMIN	ADMIN		0
2	Q	HOUSTON	AV	480050	Prebon Technology Institute Ltd./...	JGRAHAM	ADMIN	ADMIN		0
3	Q	HOUSTON	AV	480244	Prebon Technology Institute Ltd./...	JGRAHAM	ADMIN	ADMIN		0
4	Q	HOUSTON	SECURITY	479976	Prebon Technology Institute Ltd./...	TINDAWALA	ADMIN	ADMIN		0
5	Q	HOUSTON	SECURITY	480292	Prebon Technology Institute Ltd./...	TINDAWALA	ADMIN	ADMIN		0
6	Q	HOUSTON	SECURITY	480294	Prebon Technology Institute Ltd./...	JMULDOON	ADMIN	ADMIN		0
CABLING (1)										
7	Q	HOUSTON	SECURITY	479976	Prebon Technology Institute Ltd./...	TINDAWALA	CABLING			0
COMMISSIONING (19)										
8	Q	HOUSTON	AV	480419	Bedford Baylor Inc./Entrance / Sur...	JMULDOON	COMMISSIONI...	INSTALLER - FL...		0
9	Q	HOUSTON	AV	480778	Chrysler Motor Company/Entranc...	MKYLE	COMMISSIONI...	INSTALLER - FL...		0
10	Q	HOUSTON	AV	480392	Juniper Networks Inc./Auditorium ...	AGORDON	COMMISSIONI...	INSTALLER - FL...		0
11	Q	HOUSTON	AV	480372	Prebon Technology Institute Ltd./...		COMMISSIONI...	INSTALLER - FL...		0
12	Q	HOUSTON	AV	480306	Prebon Technology Institute Ltd./...	AGORDON	COMMISSIONI...	INSTALLER - FL...		0
13	Q	HOUSTON	AV	480790	Xeron Enterprises/Entrance / Inter...	JGRAHAM	COMMISSIONI...	INSTALLER - FL...		0
14	Q	HOUSTON	LIFE SAFETY	480432	Datacom Systems Integrators/Ma...	JMULDOON	COMMISSIONI...	INSTALLER - FL...		0
15	Q	HOUSTON	LIFE SAFETY	480747	Extron Electronics/Warehouse / Vi...	JMULDOON	COMMISSIONI...	INSTALLER - FL...		0
16	Q	HOUSTON	LIFE SAFETY	480406	Telecom LLP/Executive Offices / ...	AGORDON	COMMISSIONI...	INSTALLER - FL...		0
17	Q	HOUSTON	LIFE SAFETY	480732	Trinity Health/Building 5 / Access ...	AGORDON	COMMISSIONI...	INSTALLER - FL...		0
18	Q	HOUSTON	LIFE SAFETY	480789	Verizon Telephone/Hall 3 / Video ...	JGRAHAM	COMMISSIONI...	INSTALLER - FL...		0
19	Q	HOUSTON	SALES	480301	Prebon Technology Institute Ltd./...	TINDAWALA	COMMISSIONI...	INSTALLER - FL...		0
20	Q	HOUSTON	SALES	480333	Prebon Technology Institute Ltd./...	TINDAWALA	COMMISSIONI...	INSTALLER - FL...		0
21	Q	HOUSTON	SALES	480330	Prebon Technology Institute Ltd./...		COMMISSIONI...	INSTALLER - FL...		0
22	Q	HOUSTON	SALES	480323	Prebon Technology Institute Ltd./...	MKYLE	COMMISSIONI...	INSTALLER - FL...		0
23	Q	HOUSTON	SECURITY	480708	InFocus Corporation/Lobby / Sma...	JGRAHAM	COMMISSIONI...	INSTALLER - FL...		0
									549.00	208.00

4. Project Hours Summary – Q0286

Purpose

- Provide visibility into the overall status of Project Hours by Project Manager and aids in effective review of Project Scheduling and Assignment practices
- Offers a Project-by-Project breakdown of Sold, Scheduled, Assigned, and Earned Hours and Percentage, based on selected criteria to determine variance and remediation

Project Hours Summary													
#		Project No.	Type	Company Name	Sold Hours	Scheduled Hours	Scheduled %	Assigned Hours	Assigned %	Un-Scheduled Hours	Un-Assigned Hours	Earned Hours	Earned %
TINDAWALA (17)													
1	Q	479953	DES-BUILD	Maxwell Computers	12.00	0.00	0.00	0.00	0.00	12.00	12.00	1.02	8.50
4	Q	479988	DES-BUILD	Prebon Technology Instit...	6.00	0.00	0.00	0.00	0.00	6.00	6.00	0.00	0.00
5	Q	479998	DES-BUILD	Prebon Technology Instit...	193.75	50.00	25.81	0.00	0.00	143.75	193.75	0.01	0.01
5	Q	480737	DES-BUILD	Acme Construction Inc	343.00	343.00	100.00	310.00	90.38	0.00	33.00	338.00	98.54
5	Q	480411	DES-ONLY	CDZ Computer	183.00	183.00	100.00	10.00	5.46	0.00	173.00	65.00	35.52
52	Q	480237	DES-BUILD	Cap Gemini	50.00	0.00	0.00	0.00	0.00	50.00	50.00	0.00	0.00
60	Q	480322	DES-BUILD	Conland AI	0.00	183.00	0.00	0.00	0.00	-183.00	0.00	0.00	0.00
68	Q	480179	DES-BUILD	The Keg Steakhouse	10.00	0.00	0.00	0.00	0.00	10.00	10.00	0.00	0.00
82	Q	480299	DES-BUILD	Conland AI	179.00	50.00	27.93	0.00	0.00	129.00	179.00	0.00	0.00
89	Q	480799	DES-ONLY	Bank of Minden	105.00	105.00	100.00	60.00	57.14	0.00	45.00	0.00	0.00
97	Q	480089	DES-BUILD	Banner Desert Medical C...	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
98	Q	480705	DES-BUILD	Cornerstone Service Co...	261.00	261.00	100.00	235.00	90.04	0.00	26.00	258.00	98.85
107	Q	480097	DES-BUILD	Prebon Technology Instit...	87.00	0.00	0.00	0.00	0.00	87.00	87.00	0.00	0.00
109	Q	479993	DES-BUILD	Prebon Technology Instit...	78.00	75.00	96.15	0.00	0.00	3.00	78.00	0.00	0.00
111	Q	480399	DES-BUILD	Standard Service Corp	193.00	193.00	100.00	130.00	67.36	0.00	63.00	193.00	100.00
114	Q	480123	DES-BUILD	University of British Colu...	167.00	0.00	0.00	0.00	0.00	167.00	167.00	0.25	0.15
117	Q	480808	DES-ONLY	Stewart and Company LT...	440.00	440.00	100.00	170.00	38.64	0.00	270.00	120.00	27.27
JGRAHAM (19)													
2	Q	387612	DES-BUILD	Cornerstone Service Co...	394.00	66.00	16.75	0.00	0.00	328.00	394.00	93.32	23.69
12	Q	480407	DES-ONLY	Quebecor Merrill Canada...	71.00	71.00	100.00	50.00	70.42	0.00	21.00	77.00	108.45
31	Q	479950	DES-BUILD	Cox Communications Lo...	120.00	0.00	0.00	0.00	0.00	120.00	120.00	14.03	11.69
36	Q	480015	DES-BUILD	Stewart and Company LT...	37.00	0.00	0.00	0.00	0.00	37.00	37.00	0.00	0.00
47	Q	479940	DES-BUILD	Cox Communications Lo...	125.00	0.00	0.00	0.00	0.00	125.00	125.00	3.80	3.04
50	Q	479957	DES-BUILD	Ashton Manufacturing	131.00	131.00	100.00	0.00	0.00	0.00	131.00	0.00	0.00
51	Q	480409	DES-BUILD	Belings Stationary Inc.	279.00	279.00	100.00	190.00	68.10	0.00	89.00	282.00	101.08
63	Q	479970	DES-BUILD	Prebon Technology Instit...	150.00	130.00	86.67	0.00	0.00	20.00	150.00	38.40	25.60
71	Q	480322	DES-BUILD	Banner Desert Medical C...	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1 to 119 of 119													

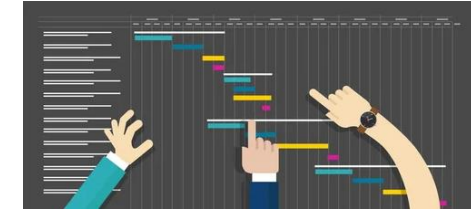
4. Project Hours Summary – Q0286

Prerequisites

Sold Hours on Projects



Project Scheduling
(Effort by Task)



Project Assignment



Time Bills posted to Projects



4. Project Hours Summary – Q0286

Challenges	Remedies
Incomplete Scheduling to Sold Hours	Use accurate Project templates and incremental phase-based scheduling
Unassigned Task Effort to Team Members	Assign Project Tasks to Resources (1-2 weeks in advance)
Inconsistent / lagging Time Billing	Ensure Employees submit accurate Time Bills regularly
Late / missing Time Bill posting	Post accurate Time Bills regularly
Discrepancies in Earned Hours (% Complete) – exceed Sold / Scheduled / Assigned	Ensure Cost-to-Completion aligns to progress – not just status
Reactive Project Management practices – focusing on immediate status	Assess status / progress and ensure Changes Orders (ICO / CCO) are up to date

4. Project Hours Summary – Q0286

Example 1

LIVE DATA: Project Hours Summary - Project Hours Summary									
Project Hours Summary									
#	Project No.	Branch	Department	Type	Company Name	Project Leader	Sold Hours	Scheduled Hour	Scheduled %
MKYLE (3)									
1	480014	HEADOFFICE	ADMIN	DES-BUILD	Acme Construction Inc	MKYLE	7.00	0.00	0.00
18	479991	HEADOFFICE	SECURITY	DES-BUILD	Prebon Technology Instit...	MKYLE	0.00	0.00	0.00
23	480181	HEADOFFICE	SECURITY	DES-BUILD	The Keg Steakhouse	MKYLE	43.00	0.00	0.00
JGRAHAM (7)									
4	479940	HEADOFFICE	ADMIN	DES-BUILD	Cox Communications Lo...	JGRAHAM	125.00	0.00	0.00
5	479957	HEADOFFICE	AV	DES-BUILD	Ashton Manufacturing	JGRAHAM	131.00	0.00	0.00
11	298322	HEADOFFICE	ENGINEERING	DES-BUILD	Banner Desert Medical C...	JGRAHAM	0.00	0.00	0.00
12	264416	HEADOFFICE	ENGINEERING	DES-BUILD	Stewart and Company Lt...	JGRAHAM	0.00	0.00	0.00
15	369350	HEADOFFICE	SECURITY	DES-BUILD	Cox Communications Lo...	JGRAHAM	37.00	0.00	0.00
16	318844	HEADOFFICE	SECURITY	DES-BUILD	Maxwell Computers	JGRAHAM	0.00	0.00	0.00
17	479944	HEADOFFICE	SECURITY	DES-BUILD	Plex Communications Ltd.	JGRAHAM	125.00	0.00	0.00
PSTEVEN (1)									
3	298361	HEADOFFICE	ADMIN	DES-BUILD	Prebon Technology Instit...	PSTEVEN	0.00	0.00	0.00
JMUDDON (5)									
4	480017	HEADOFFICE	ADMIN	DES-BUILD	Slater Steel Inc.	JMUDDON	11.00	0.00	0.00
7	480366	HEADOFFICE	AV	DES-BUILD	City of Norway	JMUDDON	0.00	287.00	0.00
9	390273	HEADOFFICE	AV	DES-BUILD	Prebon Technology Instit...	JMUDDON	109.00	0.00	0.00
19	479958	HEADOFFICE	SECURITY	DES-BUILD	Prebon Technology Instit...	JMUDDON	37.00	0.00	0.00
22	219585	HEADOFFICE	SECURITY	DES-BUILD	Stewart and Company Lt...	JMUDDON	39.00	0.00	0.00
TINDAWALA (6)									
6	480237	HEADOFFICE	AV	DES-BUILD	Cap Gemini	TINDAWALA	50.00	0.00	0.00
8	480322	HEADOFFICE	AV	DES-BUILD	Conland AI	TINDAWALA	0.00	183.00	0.00
10	480179	HEADOFFICE	AV	DES-BUILD	The Keg Steakhouse	TINDAWALA	10.00	0.00	0.00
14	480089	HEADOFFICE	SECURITY	DES-BUILD	Banner Desert Medical C...	TINDAWALA	0.00	0.00	0.00
20	480097	HEADOFFICE	SECURITY	DES-BUILD	Prebon Technology Instit...	TINDAWALA	87.00	0.00	0.00
24	480123	HEADOFFICE	SECURITY	DES-BUILD	University of British Colu...	TINDAWALA	167.00	0.00	0.00

Let's go to Q360...

Example 2

LIVE DATA: Project Hours Summary - Project Hours Summary													
Project Hours Summary													
#	Project No.	Branch	Department	Type	Company Name	Project Leader	Sold Hours	Scheduled Hour	Scheduled %	Assigned Hour	Assigned %	Un-Schedule	Un-Assigned Hou
MKYLE (3)													
1	480014	HEADOFFICE	ADMIN	DES-BUILD	Acme Construction Inc	MKYLE	7.00	0.00	0.00	0.00	0.00	7.00	7.00
18	479991	HEADOFFICE	SECURITY	DES-BUILD	Prebon Technology Instit...	MKYLE	0.00	0.00	0.00	0.00	0.00	0.00	20.15
23	480181	HEADOFFICE	SECURITY	DES-BUILD	The Keg Steakhouse	MKYLE	43.00	0.00	0.00	0.00	0.00	43.00	43.00
JGRAHAM (7)													
4	479940	HEADOFFICE	ADMIN	DES-BUILD	Cox Communications Lo...	JGRAHAM	125.00	0.00	0.00	0.00	0.00	125.00	125.00
5	479957	HEADOFFICE	AV	DES-BUILD	Ashton Manufacturing	JGRAHAM	131.00	0.00	0.00	0.00	0.00	131.00	131.00
11	298322	HEADOFFICE	ENGINEERING	DES-BUILD	Banner Desert Medical C...	JGRAHAM	0.00	0.00	0.00	0.00	0.00	0.00	0.00
12	264416	HEADOFFICE	ENGINEERING	DES-BUILD	Stewart and Company Lt...	JGRAHAM	0.00	0.00	0.00	0.00	0.00	0.00	0.00
15	369350	HEADOFFICE	SECURITY	DES-BUILD	Cox Communications Lo...	JGRAHAM	37.00	0.00	0.00	0.00	0.00	37.00	37.00
16	318844	HEADOFFICE	SECURITY	DES-BUILD	Maxwell Computers	JGRAHAM	0.00	0.00	0.00	0.00	0.00	0.00	4.32
17	479944	HEADOFFICE	SECURITY	DES-BUILD	Plex Communications Ltd.	JGRAHAM	125.00	0.00	0.00	0.00	0.00	125.00	125.00
PSTEVEN (1)													
3	298361	HEADOFFICE	ADMIN	DES-BUILD	Prebon Technology Instit...	PSTEVEN	0.00	0.00	0.00	0.00	0.00	0.00	0.00
JMUDDON (5)													
4	480017	HEADOFFICE	ADMIN	DES-BUILD	Slater Steel Inc.	JMUDDON	11.00	0.00	0.00	0.00	0.00	11.00	11.00
7	480366	HEADOFFICE	AV	DES-BUILD	City of Norway	JMUDDON	0.00	287.00	0.00	0.00	0.00	-287.00	0.00
9	390273	HEADOFFICE	AV	DES-BUILD	Prebon Technology Instit...	JMUDDON	109.00	0.00	0.00	0.00	0.00	109.00	109.00
19	479958	HEADOFFICE	SECURITY	DES-BUILD	Prebon Technology Instit...	JMUDDON	37.00	0.00	0.00	0.00	0.00	37.00	37.00
22	219585	HEADOFFICE	SECURITY	DES-BUILD	Stewart and Company Lt...	JMUDDON	39.00	0.00	0.00	0.00	0.00	39.00	39.00
TINDAWALA (6)													
6	480237	HEADOFFICE	AV	DES-BUILD	Cap Gemini	TINDAWALA	50.00	0.00	0.00	0.00	0.00	50.00	50.00
8	480322	HEADOFFICE	AV	DES-BUILD	Conland AI	TINDAWALA	0.00	183.00	0.00	0.00	0.00	-183.00	0.00
10	480179	HEADOFFICE	AV	DES-BUILD	The Keg Steakhouse	TINDAWALA	10.00	0.00	0.00	0.00	0.00	10.00	10.00
14	480089	HEADOFFICE	SECURITY	DES-BUILD	Banner Desert Medical C...	TINDAWALA	0.00	0.00	0.00	0.00	0.00	0.00	0.00
20	480097	HEADOFFICE	SECURITY	DES-BUILD	Prebon Technology Instit...	TINDAWALA	87.00	0.00	0.00	0.00	0.00	87.00	87.00
24	480123	HEADOFFICE	SECURITY	DES-BUILD	University of British Colu...	TINDAWALA	167.00	0.00	0.00	0.00	0.00	167.00	167.00

Poll #2:

Which of the following reports could your organization use more effectively? *(Select all that apply)*

- a) Labor Capacity Forecast
- b) Project Labor Forecast
- c) Project Hours Summary

5. Project Material Scheduling Summary – Q0288

Purpose

- Provide visibility into overall status of Materials and Subcontract Items on a Project, assisting with forecasting and scheduling
- Presents a Project-by-Project breakdown of:
 - Materials – Sold, Shipped, Scheduled, Overdue, Unscheduled
 - Subcontract Items – Sold and Scheduled Services

LIVE DATA: Project Material Scheduling Summary																	
Project Material Scheduling Summary																	
anch	Department	Type	Company Name	Project Leader	Sold Material	Shipped Material	Shipped %	Overdue Material	Scheduled Material	Scheduled %	Un-Scheduled Material	Sold Sub-Cont	Sched Sub-Cont	UnSched Sub-Cont	Comp. Sub-Cont	Start Date	End Date
R	SALES	SERVICE	5688 Sw Green Swamp T...		\$504.00	\$504.00	100.00	\$0.00	\$0.00	100.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	2024-11-01	2025-03-01
R	SALES	PROJECT	Paul Maloney		\$16,908.12	\$0.00	0.00	\$0.00	\$0.00	0.00	\$16,908.12	\$0.00	\$0.00	\$0.00	\$0.00	2025-02-04	2025-06-04
R	SALES	PROJECT	Definitive Electronics		\$0.00	\$0.00	0.00	\$0.00	\$0.00	0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	2024-01-01	2024-04-30
R	SALES	PROJECT	Definitive Electronics		\$0.00	\$0.00	0.00	\$0.00	\$0.00	0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	2024-01-01	2024-04-30
R	OPERATIONS	PROJECT	7233 Promenade Dr., Co...	CCARTER	\$1,400.00	\$1,400.00	100.00	\$0.00	\$0.00	100.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	2024-11-15	2025-03-15
R	OPERATIONS	PROJECT	250 Bear's Club Drive, Th...	CCARTER	\$7,536.13	\$7,702.99	102.21	\$0.00	\$0.00	102.21	\$-166.86	\$0.00	\$0.00	\$0.00	\$0.00	2024-12-05	2025-01-27
R	OPERATIONS	T&M-PROJ	AMC Custom Builders	CCARTER	\$5,475.65	\$5,475.65	100.00	\$0.00	\$0.00	100.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	2024-12-06	2025-01-28
R	SERVICE	PROJECT	2443 Casa De Marbella, ...	CCARTER	\$2,304.13	\$2,304.13	100.00	\$0.00	\$0.00	100.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	2024-12-11	2025-01-28
R	OPERATIONS	PROJECT	11235 Harbour Road, Ho...	CCARTER	\$2,456.67	\$1,896.11	77.18	\$0.00	\$0.00	77.18	\$560.56	\$0.00	\$0.00	\$0.00	\$0.00	2025-01-01	2025-01-31
R	OPERATIONS	PROJECT	AMC Custom Builders	CCARTER	\$0.00	\$0.00	0.00	\$0.00	\$0.00	0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	2025-01-17	2025-12-27
R	OPERATIONS	PROJECT	Loblolly Golf Club	CCARTER	\$1,634.97	\$1,635.77	100.05	\$0.00	\$0.00	100.05	\$-0.80	\$0.00	\$0.00	\$0.00	\$0.00	2025-01-17	2025-01-27
R	OPERATIONS	PROJECT	AMC Custom Builders	CCARTER	\$48,790.68	\$605.79	1.24	\$0.00	\$17,354.86	36.81	\$30,830.03	\$0.00	\$0.00	\$0.00	\$0.00	2025-01-21	2025-05-22
R	SERVICE	PROJECT	11235 Harbour Road, Ho...	CCARTER	\$733.87	\$708.87	96.59	\$0.00	\$0.00	96.59	\$25.00	\$0.00	\$0.00	\$0.00	\$0.00	2025-05-29	2025-05-29
R	OPERATIONS	PROJECT	Onshore Construction	CCARTER	\$132,826.72	\$154,256.68	116.13	\$4,410.84	\$0.00	116.13	\$-25,840.80	\$1,900.00	\$0.00	\$0.00	\$1,900.00	2023-10-17	2025-02-14
R	OPERATIONS	PROJECT	AMC Custom Builders	CCARTER	\$184,601.13	\$177,711.40	96.27	\$2,220.52	\$0.00	96.27	\$4,669.21	\$0.00	\$0.00	\$0.00	\$0.00	2023-04-04	2025-01-02
R	OPERATIONS	PROJECT	AMC Custom Builders	CCARTER	\$108,248.80	\$25,375.08	23.44	\$2,950.00	\$0.00	23.44	\$79,923.72	\$0.00	\$0.00	\$0.00	\$0.00	2024-05-29	2025-08-01
R	OPERATIONS	PROJECT	1111 Southeast 12th Wa...	CCARTER	\$154,642.63	\$267,906.03	173.24	\$0.00	\$0.00	173.24	\$-113,263.40	\$0.00	\$0.00	\$0.00	\$0.00	2023-07-28	2025-01-31
R	OPERATIONS	PROJECT	Loblolly Golf Club	CCARTER	\$89,502.24	\$89,502.24	100.00	\$0.00	\$0.00	100.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	2024-01-01	2025-01-28
R	OPERATIONS	PROJECT	Green Electric	CCARTER	\$76,755.06	\$31,514.44	41.06	\$0.00	\$0.00	41.06	\$45,240.62	\$0.00	\$0.00	\$0.00	\$0.00	2024-06-01	2025-08-01
R	SERVICE	PROJECT	8 Isle Ridge, Riley	CDIXON	\$6,755.22	\$6,755.22	100.00	\$0.00	\$0.00	100.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	2024-11-19	2025-03-19
R	ENGINEERING	PROJECT	Double L Ranch	CDIXON	\$0.00	\$0.00	0.00	\$0.00	\$0.00	0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	2024-12-05	2025-04-04
R	SERVICE	PROJECT	500 Clark Road, Kettlenb...	CDIXON	\$5,988.82	\$5,928.43	98.99	\$0.00	\$0.00	98.99	\$60.39	\$0.00	\$0.00	\$0.00	\$0.00	2024-12-10	2025-02-14
R	SERVICE	PROJECT	Blake Family Jupiter Tru...	CDIXON	\$15,836.56	\$931.56	5.88	\$0.00	\$0.00	5.88	\$14,905.00	\$7,452.50	\$0.00	\$7,452.50	\$0.00	2024-12-11	2025-06-20
R	OPERATIONS	PROJECT	12160 SE Indian River Dr...	CDIXON	\$9,073.07	\$1,174.49	12.94	\$7,898.58	\$0.00	12.94	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	2024-12-18	2025-02-14

5. Project Material Scheduling Summary – Q0288

Prerequisites

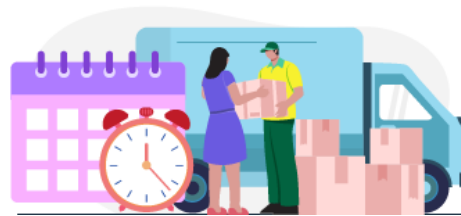
Order Line Items (BOM)



Equipment / Parts /
Subcontractor Details



Line Item Request Date,
Shipped Dates, etc.



5. Project Material Scheduling Summary – Q0288

Challenges	Remedies
Incorrect Bill of Materials (BOM) / Material Lead Times	Verify Bill of Materials (BOM) / Material Lead Times
Unlinked or inaccurate Purchase Order data	Link Purchase Orders to Projects
Outdated Inventory data (availability)	Maintain accurate Inventory data
Project Phase / Schedule misalignment (Request / Release Date)	Align Material Scheduling with Project Phases / Milestones
Duplicate or overlapping Orders	Prevent duplicate Orders – implement approval workflows
Untracked / uncommunicated Vendor delays	Track and communicate Vendor performance (ETA Dates / Overdue)

5. Project Material Scheduling Summary – Q0286

Example 1

LIVE DATA: Project Material Scheduling Summary - Project Material Scheduling Summary

LIVE DATA: Project Material Scheduling Summary - Project Material Sch...

#	Project No.	Branch	Department	Type	Company Name	Project Leader	Sold Material	Shipped Material	Shipped %	Scheduled %
MKYLE (1)										
1	480014	HEADOFFICE	ADMIN	DES-BUILD	Acme Construction Inc	MKYLE	\$8,246.00	\$0.00	0.00	0.00
JGRAHAM (1)										
2	479940	HEADOFFICE	ADMIN	DES-BUILD	Cox Communications Lo...	JGRAHAM	\$1,975.00	\$0.00	0.00	0.00
AGORDON (1)										
3	480300	HEADOFFICE	AV	DES-BUILD	Prebon Technology Instit...	AGORDON	\$46,492.07	\$0.00	0.00	0.00
KLANGSTROM (1)										
4	480303	HEADOFFICE	AV	DES-BUILD	Prebon Technology Instit...	KLANGSTROM	\$47,888.55	\$0.00	0.00	0.00
TINDAWALA (1)										
5	480299	HEADOFFICE	LIFE SAFETY	DES-BUILD	Conland AI	TINDAWALA	\$31,613.55	\$0.00	0.00	0.00
(1)										
6	480336	HEADOFFICE	SALES	DES-BUILD	Conland AI		\$24,372.64	\$0.00	0.00	0.00
JMUDDON (1)										
7	479958	HEADOFFICE	SECURITY	DES-BUILD	Prebon Technology Instit...	JMUDDON	\$6,637.00	\$0.00	0.00	0.00

1 to 7 of 7

Let's go to Q360....

Example 2

LIVE DATA: Project Material Scheduling Summary

LIVE DATA: Project Material Scheduling Summary

#	Branch	Department	Type	Project No.	Company Name	Project Leader	Sold Material	Overdue Material
(1)								
1	HEADOFFICE	AV	DES-BUILD	480379	City of Norway		\$481,782.30	\$452,441.85

1 to 1 of 1

6. Project Revenue / Cost Forecast – Q0058

Purpose

- Provide insight into current state of active projects (Material Cost, Resource Allocation, Backlog):
 - Earned Revenue – Revenue already recognized
 - Future Revenue – Revenue yet to be earned
 - Cost & Revenue Forecasting – month-over-month future projections based on User-defined filters
 - Opportunities (can be added)

LIVE DATA: Project Revenue/Cost Forecast

Project Revenue/Cost Forecast																	
#	Entity No.	Branch	Department	Project No.	Type	Title	Proj. Status	% Total Comp.	% Labor Comp.	P.M.	Projected Rev.	Earned Rev.	Back Log	GP Back Log	Project Start	Pro	
1	Q 01	ALBANY	AV	387612	DES-BUILD	Cornerstone Call Center	ACTIVE	15.52	23.66	JGRAHAM	27,426.15	4,457.38	22,968.77	-611.27	2009-05-01	20	
2	Q 01	ALBANY	AV	479988	DES-BUILD	Cisco Unified Communic...	DATAENTRY	0.00	0.00	TINDAWALA	8,923.50	0.00	8,923.50	5,075.72	2022-10-11	20	
3	Q 01	ALBANY	AV	479998	DES-BUILD	Demonstration Room Pr...	ACTIVE	81.96	0.00	TINDAWALA	57,962.70	47,503.99	10,458.71	2,443.90	2022-10-12	20	
4	Q 01	ALBANY	AV	480719	DES-BUILD	Lobby / Surveillance Ca...	ACTIVE	86.50	100.52	RBURCHART	85,852.06	72,966.91	12,885.15	4,568.12	2023-11-26	20	
Q 01	ALBANY	AV	480807	DES-BUILD	Building 5 / Projector Ins...	ACTIVE	19.50	28.90	KLANGSTROM	66,535.69	13,397.90	53,137.79	18,740.60	2024-03-28	20		
ALBANY AV Total											0.00	0.00	246,700.10	138,326.18	108,373.92	30,237.07	
7	Q 01	ALBANY	SECURITY	479950	DES-BUILD	Cox Comm - Cable Inst...	KICKOFF	41.25	11.76	JGRAHAM	7,065.00	1,905.17	5,159.83	1,957.88	2010-07-09	20	
8	Q 01	ALBANY	SECURITY	480015	DES-BUILD	Copy of Network Design ...	DATAENTRY	2.26	0.00	JGRAHAM	113,351.37	0.00	113,351.37	-8,665.71	2022-11-07	20	
9	Q 01	ALBANY	SECURITY	480214	DES-BUILD	Longhorn Football Facility	APPROVED	4.17	0.00	AGORDON	619,539.54	25,815.59	593,723.95	173,198.82	2022-10-18	20	
10	Q 01	ALBANY	SECURITY	480269	DES-BUILD	Physical Security	ACTIVE	0.00	0.00	KLANGSTROM	46,515.18	0.00	46,515.18	2,241.48	2022-10-27	20	
11	Q 01	ALBANY	SECURITY	480281	DES-BUILD	Primex Integration Project	ACTIVE	0.00	0.00	KLANGSTROM	1,709.28	0.00	1,709.28	202.86	2022-10-11	20	
12	Q 01	ALBANY	SECURITY	480445	DES-BUILD	Entrance / Smart Lightin...	ACTIVE	38.96	71.65	LTHOMAS	59,482.00	24,394.84	35,087.16	11,750.08	2024-03-28	20	
13	Q 01	ALBANY	SECURITY	480701	DES-BUILD	Conference Room A / Ac...	ACTIVE	87.01	100.00	MOYLE	126,962.38	117,311.76	9,650.62	-2,150.92	2023-10-27	20	
14	Q 01	ALBANY	SECURITY	480725	DES-BUILD	Main Office / Biometric S...	ACTIVE	86.69	98.95	AGORDON	123,725.29	112,066.81	11,658.48	-110.04	2023-12-27	20	
15	Q 01	ALBANY	SECURITY	480735	DES-BUILD	Hall 3 / 55 Display Netw...	ACTIVE	85.22	99.27	RBURCHART	118,738.01	98,462.08	20,275.93	7,737.64	2024-01-26	20	
16	Q 01	ALBANY	SECURITY	480755	DES-BUILD	Auditorium / Interactive ...	ACTIVE	6.64	26.86	JMULDOON	123,095.11	8,532.10	114,563.01	32,459.54	2024-03-28	20	
17	Q 01	ALBANY	SECURITY	480757	DES-BUILD	Entrance / Access Contr...	ACTIVE	10.83	41.46	KLANGSTROM	127,217.00	6,959.19	120,257.81	39,139.07	2024-03-28	20	
ALBANY SECURITY Total											0.00	0.00	1,467,400.16	395,447.54	1,071,952.62	257,560.70	
ALBANY Total											0.00	0.00	1,714,100.26	533,773.72	1,180,326.54	287,797.77	
20	Q 01	HOUSTON	AV	480050	DES-BUILD	Prebon ** RW Smith Bul...	ACTIVE	61.00	16.62	JGRAHAM	242,741.14	143,170.70	99,570.44	26,698.02	2022-10-03	20	
21	Q 01	HOUSTON	AV	480244	DES-BUILD	Subcontract Labor - Preb...	ACTIVE	40.32	0.00	JGRAHAM	128,523.00	51,818.11	76,704.89	71,153.87	2022-09-21	20	
22	Q 01	HOUSTON	AV	480288	DES-BUILD	Lakewood FirstEnergy F...	ACTIVE	4.88	0.00	JGRAHAM	616,882.19	30,106.32	586,775.87	186,004.37	2022-10-14	20	
23	Q 01	HOUSTON	AV	480306	DES-BUILD	Nurse Call - ECMC ICU 1...	DATAENTRY	0.00	0.00	AGORDON	131,406.80	0.00	131,406.80	53,524.30	2022-10-24	20	
24	Q 01	HOUSTON	AV	480372	DES-BUILD	Cabling Solution	ACTIVE	0.00	0.00		45,940.12	0.00	45,940.12	13,553.56	2024-03-06	20	
25	Q 01	HOUSTON	AV	480389	DES-BUILD	2024 WBS Template	ACTIVE	99.77	0.00	TINDAWALA	129,101.80	128,803.26	298.54	27.97	2023-11-26	20	
26	Q 01	HOUSTON	AV	480778	DES-BUILD	Entrance / Smart Lightin...	ACTIVE	1.67	5.36	MOYLE	121,435.43	2,033.56	119,401.87	34,080.28	2024-05-27	20	
27	Q 01	HOUSTON	AV	480790	DES-BUILD	Entrance / Interactive KI...	ACTIVE	0.00	4.90	JGRAHAM	45,027.53	0.00	45,027.53	12,814.77	2024-05-27	20	

1 to 43 of 43Page 1100 rows per page

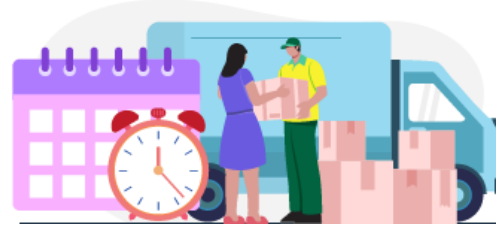
6. Project Revenue / Cost Forecast – Q0058

Prerequisites

Project Forecasting Method
(Mat / Labor)



Line Item Request Date
Shipped Dates, etc.



Time Bills posted to Projects



Costs & Revenue are Recognized



Optional:

Opportunity with Quotes
(Close & Install Dates)



6. Project Revenue / Cost Forecast – Q0058

Challenges	Remedies
Inconsistent forecasting data	Standardize forecasting methods
Incorrect Cost allocation	Ensure all direct Costs applied to Projects
Unrealistic Labor & Material estimates	Refine Labor & Material estimates
Inconsistent posting – Time Bills, COGS, Revenue	Post Time regularly (daily) / Automate COGS / Revenue posting
Opportunities not reflected correctly	Ensure accurate Sales Dates / Probability

6. Project Revenue / Cost Forecast – Q0058

Example 1

LIVE DATA: Project Revenue/Cost Forecast - Project Revenue/Cost Forecast

LIVE DATA: Project Revenue/Cost Forecast - Project Revenue/Cos...

Proj. Status	P.M.	Forecast Method	% Total Comp	% Labor Comp.
				>100
APPROVED	JGRAHAM	straightline	2.0	633.33
ACTIVE	JGRAHAM	straightline	88.0	108.45
ACTIVE	TINDAWALA	straightline	29.0	104.92
ACTIVE	KLANGSTROM	straightline	71.0	104.82
ACTIVE	TINDAWALA	straightline	87.0	103.96
ACTIVE	KLANGSTROM	straightline	17.0	103.13
ACTIVE	AGORDON	straightline	21.0	102.91
ACTIVE	AGORDON	straightline	20.0	101.01
ACTIVE	JMULDOON	straightline	68.0	100.73
ACTIVE	RBURCHART	straightline	86.0	100.52
ACTIVE	JMULDOON	straightline	72.0	100.37
ACTIVE	KLANGSTROM	straightline	88.0	100.35
COMPLETED	TINDAWALA	straightline	100.0	100.32

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Let's go to Q360...

Example 2

LIVE DATA: Project Revenue/Cost Forecast

LIVE DATA: Project Revenue/Cost Forecast

P Back Log	Project Start	Project End	Forecast Method	Back Log Mat. C	Forecast Mat. Cost	Unforecast Mat. Cost
-611.27	2010-01-01	2022-08-28	straightline	3,685.4	0.00	3,685.44
5,075.72	2023-06-18	2023-08-15	straightline	3,345.0	0.00	3,345.00
2,443.90	2023-06-19	2024-06-18	straightline	1,198.7	0.00	1,198.72
4,588.12	2024-08-02	2024-11-26	straightline		0.00	0.00
1,957.88	2011-03-09	2011-09-11	straightline	1,800.0	0.00	1,800.00
-8,865.71	2023-07-14	2023-08-15	straightline		0.00	0.00
173,198.82	2023-06-25	2024-04-03	straightline	414,992.7	0.00	414,992.75
2,241.48	2023-07-04	2023-10-31	straightline	39,273.7	0.00	39,273.70
202.86	2023-06-18	2023-08-12	straightline	1,423.4	0.00	1,423.42
-2,150.92	2024-07-04	2024-10-25	straightline		0.00	0.00
-110.04	2024-09-03	2024-12-26	straightline		0.00	0.00
7,737.64	2024-10-03	2025-01-26	straightline		0.00	0.00
26,698.02	2023-06-10	2024-03-27	straightline	47,430.7	0.00	47,430.75
71,153.87	2023-05-28	2024-01-15	straightline		0.00	0.00
186,004.37	2023-06-21	2024-03-30	straightline	383,951.8	0.00	383,951.83
53,524.30	2023-07-01	2023-10-27	straightline	63,567.0	0.00	63,567.01
27.97	2024-08-02	2024-11-26	straightline		0.00	0.00
974.17	2007-08-01	2008-02-14	straightline	700.0	0.00	700.00
6,846.98	2009-07-24	2009-10-24	straightline	22,000.0	0.00	22,000.00
3,226.91	2012-11-06	2013-02-01	straightline		0.00	0.00
4,538.64	2023-05-18	2023-11-20	straightline	15,646.0	0.00	15,646.04
37,737.53	2023-07-26	2023-11-08	straightline	71,148.4	0.00	71,148.43
162,031.26	2023-06-17	2024-03-26	straightline	427,749.8	0.00	427,749.89
193,934.64	2023-06-20	2024-04-03	straightline	404,591.4	0.00	404,591.44
196,012.58	2023-06-18	2024-04-01	straightline	404,591.4	0.00	404,591.44
133,223.10	2023-07-22	2023-11-21	straightline	264,751.6	0.00	264,751.69
155,861.75	2023-06-19	2023-10-15	straightline	264,751.6	0.00	264,751.69

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7. Service Contract Revenue Forecast – Q0071

Purpose

- Provide visibility into expected revenue, aiding in financial planning and cash flow management
- Helps track Deferred Revenue recognition, identify Revenue trends, and spot Contract setup errors or misallocated Revenue

#	Customer No.	Company	Ext. Price	Starting Balance	Jan 25	Feb 25	Mar 25	Apr 25	May 25	Jun 25	Jul 25	Aug 25	Sep 25	Oct 25	Nov 25	Dec 25
1	Q AB001	Able Business Inc.	5,400.00	5,400.00	0.00	4,350.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	0.00	0.00	
2	Q AS001	Accelerate Sales Group ...	74,313.00	74,313.00	0.00	33,027.96	16,513.92	2,752.45	2,752.33	2,752.32	2,752.35	2,752.32	2,752.32	2,752.35	2,752.33	2
3	Q AC002	Acme Inc.	5,600.00	5,600.00	0.00	2,666.60	1,466.63	133.43	133.33	133.34	133.33	133.33	133.34	133.33	133.33	
4	Q AD001	AdinComm Tech	7,500.00	7,500.00	0.00	833.32	416.66	416.66	416.66	416.66	416.66	416.66	624.99	624.99	624.99	
5	Q AN001	Anixter Inc.	4,500.00	4,500.00	0.00	500.00	250.00	250.00	250.00	250.00	250.00	250.00	375.00	375.00	375.00	
6	Q BA001	Baxter Steel	6,000.00	6,000.00	0.00	750.00	375.00	375.00	375.00	375.00	375.00	375.00	500.00	500.00	500.00	
7	Q 1505873	BC Children's Hospital	3,420.00	3,420.00	0.00	2,470.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	
8	Q CG001	CGI Technologies	3,990.00	3,990.00	0.00	2,940.00	105.00	105.00	105.00	105.00	105.00	105.00	105.00	105.00	105.00	
9	Q CF001	Cheyenne Fleming Orian...	3,230.00	3,230.00	0.00	2,280.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	
10	Q CON001	Conland All	20,306.00	20,306.00	0.00	1,692.16	846.08	1,679.41	1,692.16	1,692.16	1,692.16	1,692.16	1,692.16	1,692.16	1,692.16	1
11	Q TES001	CTD Telephony Supply	3,800.00	3,800.00	0.00	2,800.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	
12	Q DGI001	Datacom Systems Integr...	975.00	975.00	0.00	450.00	250.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	
13	Q EME001	Emerald Enterprises	3,420.00	3,420.00	0.00	2,470.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	
14	Q EXE001	Extron Electronics	1,080.00	1,080.00	0.00	480.00	270.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	
15	Q BOC001	Gravenhurst Company	5,740.00	5,740.00	0.00	2,733.40	1,503.27	136.67	136.66	136.67	136.67	136.66	136.67	136.67	136.66	
16	Q GTF001	Grissold Tree Farm	4,550.00	4,550.00	0.00	2,333.40	1,166.60	116.67	116.67	116.66	116.67	116.67	116.66	116.67	116.67	
17	Q HCH001	HCA Healthcare	3,420.00	3,420.00	0.00	2,470.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	
18	Q ACD001	Infocus Corporation	42,405.00	42,405.00	0.00	19,275.00	10,280.00	1,285.00	1,285.00	1,285.00	1,285.00	1,285.00	1,285.00	1,285.00	1,285.00	1
19	Q FFF001	JD Chambers Company, ...	9,750.00	9,750.00	0.00	7,250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	
20	Q JOJ001	Johnson Smith Inc.	4,550.00	4,550.00	0.00	2,216.73	1,166.61	116.66	116.67	116.67	116.66	116.67	116.67	116.66	116.67	
21	Q JN001	Juniper Networks Inc.	9,750.00	9,750.00	0.00	7,250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	
22	Q MAS001	Lake Systems	3,560.00	3,560.00	0.00	2,670.00	89.00	89.00	89.00	89.00	89.00	89.00	89.00	89.00	89.00	
23	Q MAS002	Matrix System	8,450.00	8,450.00	0.00	4,333.40	2,166.60	216.67	216.67	216.66	216.67	216.67	216.67	216.67	216.67	
24	Q MAC001	Maxwell Computers	217,584.00	217,584.00	0.00	24,176.00	12,088.00	12,088.00	12,088.00	12,088.00	12,088.00	12,088.00	12,088.00	12,088.00	18,132.00	18
25	Q MML001	Media Management, LLC	8,360.00	8,360.00	0.00	6,160.00	220.00	220.00	220.00	220.00	220.00	220.00	220.00	220.00	220.00	
26	Q MIG001	Midland Industries GmbH	83,039.00	83,039.00	0.00	37,745.10	20,130.37	2,516.50	2,516.37	2,516.34	2,516.29	2,516.37	2,516.34	2,516.29	2,516.37	2
27	Q MOM001	Mixed Media	4,000.00	4,000.00	0.00	1,599.96	933.31	133.39	133.33	133.34	133.33	133.33	133.34	133.33	133.33	

7. Service Contract Revenue Forecast – Q0071

Prerequisites

Service Contracts



Billing Schedule



Revenue Recognition Settings



7. Service Contract Revenue Forecast – Q0071

Challenges	Remedies
Incorrect setup of Service Contracts	Set up Contracts including Billing schedules
Revenue Recognition errors	Review Revenue Recognition setup
Unbilled Services (delivered)	Review Billing cycle integrity
Contract modifications not updated	Monitor Contract changes / data updates
Undefined / inconsistent contract renewal process	Establish consistent Renewal configuration and process

7. Service Contract Revenue Forecast – Q0071

Example 1

Let's go to Q360...

LIVE DATA: Service Contract Revenue Forecast

LIVE DATA: Service Contract Revenue Forecast

Service Contract Revenue Forecast

#	Customer No.	Company	Ext. Price	Starting Balance	Jan 25	Feb 25	Mar 25	Apr 25	May 25	Jun 25	Jul 25	Aug 25	Sep 25	Oct 25	Nov 25	Dec 25	End
1	AEC001	Aamir's Exempt customer	6.30	6.30	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
2	ABI003	Able Business Inc.	50.30	50.30	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
3	ABS001	Able Business Systems	75.00	75.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
4	ACM005	Acme Manufacturing	1,045.49	1,045.49	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
	AD1001	AD 1	156.63	156.63	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
	ANI003	Anixter Inc.	43.50	43.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
7	AUD002	Audio Distribution	200.00	200.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
8	BOM003	Bank of Minden	718.75	718.75	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
9	CFO003	Cheyenne Fleming Orlan...	75.00	75.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
10	CHC001	Chris Corporation	21,791.00	34,841.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
11	CCS003	Consolidated Contractin...	95.00	95.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
12	CFI001	Crows Foot Industries	420.00	420.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
13	FLC001	Flannigan Co. 01	420.00	420.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
14	FRA001	Frankenstein & Co.	20,300.00	20,300.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
15	GRI004	Grey Industries	1,645.00	1,645.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
16	ALP001	Nathan's Pizza	70.74	70.74	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
17	ARR001	Rio Robles Cafe	20,897.70	23,312.70	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
18	OS10487	Solutions360 Inc.	850.00	850.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
19	XEE003	Xeron Enterprises	-1,193.75	-1,193.75	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	

Poll #3:

Which of the following reports could your organization use more effectively? *(Select all that apply)*

- a) Project Material Scheduling Summary
- b) Project Revenue / Cost Forecast
- c) Service Contract Revenue Forecast

8. Summary

This session:

- One Dashboard and 6 underlying reports that make up the Break Even forecast - Labor Capacity, Project Labor, Project Hours, Material Scheduling, Revenue / Cost, and Service Contract Forecasts
- Critical insights into resource planning (Labor, Material, Contracts), scheduling, and financial performance
- Prerequisites, common challenges, and remedies (with Q360 demos)

Next steps:

- Apply what you've learned by reviewing your organization's data in these key reports

Join us next time:

One Dashboard Sessions II (March 26, 2025) and III (April 23, 2025) – dive deeper into supporting data and effective usage of the One Dashboard. Registration on the Q360 Help Center Home Page



9. Q&A



Poll #4: Continuous Learning

Would you like to receive additional information regarding training opportunities related to the Break Even Forecast section of the One Dashboard?

- a) Yes
- b) No

Get the most out of Q360 by
accessing detailed report guides and
best practices in our Help Center!

Q36

[Send Email to Customer Care](#)

 Report: Project Hours Summary

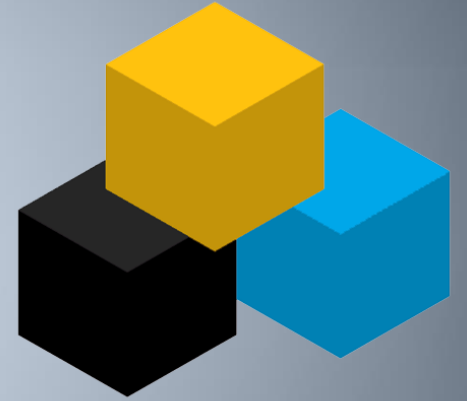
Project Hours Summary														[Filter] [Refresh] [Export] [Print]			
Live Data: Project Hours Summary																	
#	Task ID	Task Name	Department	Type	Company Name	Project Location	Scheduled 1	Scheduled 2	Sold Hours	Assigned 1	Assigned Hours	Estimated End-Range	Assigned 2	Assigned Hours	Actual 1	Start Date	End Date
TEAM ALPHA (14)																	
1	TA-001	ALPHA-01	AF	DESIGN	Project Technology Inc.	TECHNOLOGIA	94.45	102.00	105.75	4.10	8.00	10.75	105.75	0.00	0.00	2023-01-01	2023-06-30
2	TA-002	ALPHA-02	AF	DESIGN	Software Devs Inc.	TECHNOLOGIA	0.00	0.00	200.00	1.00	0.00	240.00	240.00	0.00	0.00	2023-01-01	2023-06-30
3	TA-003	ALPHA-03	AF	DESIGN	Cloud Solutions Inc.	TECHNOLOGIA	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2023-01-01	2023-06-30
4	TA-004	ALPHA-04	SALES	PROJECT	Technology Inc.	TECHNOLOGIA	101.00	275.00	275.00	16.00	117.00	133.00	117.00	0.00	0.00	17-05-2023 09:43	2023-06-30
5	TA-005	ALPHA-05	AF	DESIGN	Project Technology Inc.	TECHNOLOGIA	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2023-01-01	2023-06-30
6	TA-006	ALPHA-06	DESIGN	PROJECT	Project Technology Inc.	TECHNOLOGIA	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2023-01-01	2023-06-30
7	TA-007	ALPHA-07	DESIGN	PROJECT	Project Technology Inc.	TECHNOLOGIA	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2023-01-01	2023-06-30
8	TA-008	ALPHA-08	DESIGN	PROJECT	Project Technology Inc.	TECHNOLOGIA	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2023-01-01	2023-06-30
9	TA-009	ALPHA-09	DESIGN	PROJECT	Project Technology Inc.	TECHNOLOGIA	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2023-01-01	2023-06-30
10	TA-010	ALPHA-10	DESIGN	PROJECT	Project Technology Inc.	TECHNOLOGIA	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2023-01-01	2023-06-30
11	TA-011	ALPHA-11	DESIGN	PROJECT	Project Technology Inc.	TECHNOLOGIA	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2023-01-01	2023-06-30
12	TA-012	ALPHA-12	DESIGN	PROJECT	Project Technology Inc.	TECHNOLOGIA	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2023-01-01	2023-06-30
13	TA-013	ALPHA-13	DESIGN	PROJECT	Project Technology Inc.	TECHNOLOGIA	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2023-01-01	2023-06-30
14	TA-014	ALPHA-14	DESIGN	PROJECT	Project Technology Inc.	TECHNOLOGIA	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2023-01-01	2023-06-30
TEAM BETA (10)																	
15	TA-015	BETA-01	DESIGN	PROJECT	Project Technology Inc.	TECHNOLOGIA	0.00	0.00	200.00	0.00	0.00	240.00	240.00	0.00	0.00	2023-01-01	2023-06-30
16	TA-016	BETA-02	DESIGN	PROJECT	Project Technology Inc.	TECHNOLOGIA	0.00	0.00	200.00	0.00	0.00	240.00	240.00	0.00	0.00	2023-01-01	2023-06-30
17	TA-017	BETA-03	DESIGN	PROJECT	Project Technology Inc.	TECHNOLOGIA	0.00	0.00	200.00	0.00	0.00	240.00	240.00	0.00	0.00	2023-01-01	2023-06-30
18	TA-018	BETA-04	DESIGN	PROJECT	Project Technology Inc.	TECHNOLOGIA	0.00	0.00	200.00	0.00	0.00	240.00	240.00	0.00	0.00	2023-01-01	2023-06-30
19	TA-019	BETA-05	DESIGN	PROJECT	Project Technology Inc.	TECHNOLOGIA	0.00	0.00	200.00	0.00	0.00	240.00	240.00	0.00	0.00	2023-01-01	2023-06-30
20	TA-020	BETA-06	DESIGN	PROJECT	Project Technology Inc.	TECHNOLOGIA	0.00	0.00	200.00	0.00	0.00	240.00	240.00	0.00	0.00	2023-01-01	2023-06-30
21	TA-021	BETA-07	DESIGN	PROJECT	Project Technology Inc.	TECHNOLOGIA	0.00	0.00	200.00	0.00	0.00	240.00	240.00	0.00	0.00	2023-01-01	2023-06-30
22	TA-022	BETA-08	DESIGN	PROJECT	Project Technology Inc.	TECHNOLOGIA	0.00	0.00	200.00	0.00	0.00	240.00	240.00	0.00	0.00	2023-01-01	2023-06-30

Dashboard: One Dashboard

Capacity Calculation

SOLUTIONS**360**
business.managed

MASTER CLASS



One Dashboard I – v24.01 Prerequisites / Setup

Presenters: **Mathew Coe** and **Bradley Malone**

FEB 19, 2025