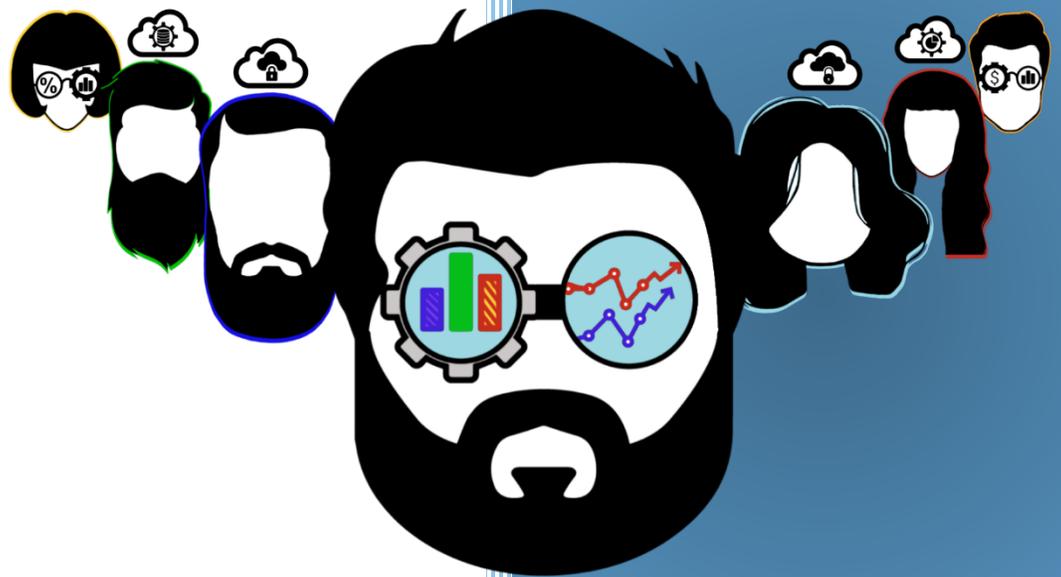


2020

# CASE STUDY – Financial Statements



# Financial Statements Prep Custom Solution

PROCESS STREAMLINING, CUSTOM APPLICATION, DATA WAREHOUSE AND REPORTS

Project timing: Summer/Fall 2020

## Situation:

Client is a global service provider based in northeast Ohio. Timeliness of information is critical and the CEO is demanding. After beginning this effort internally, it quickly became apparent that this is much more than it seems at first and led the internal team to seek outside help. Some of the issues that led to this decision were problems with report refreshing related to disparate data sources spread all over the globe, large data and poor data models which led to unreliable reports, minimal report design experience, and more. To sum it up, the internal team took a swing at seeing how Power BI would fit into their company – after all, they are running a very popular ERP system and they already have reports that they have been using for years.

After the CEO witnessed a preformatted report linked to live data work for him to provide real-time answers to questions, the inevitable happened and he instructed the team - “We need some good Power BI reports”

After approximately 10 weeks, the initial Power BI reporting project was implemented including 10+ reports and templates. The primary objective of this phase was to take what the internal team started and complete the project initiative while delivering nice-looking reports. During this time conversations around the data led to the identified need for a streamlined process to assist in a very time consuming effort at the client – the monthly financial statements preparation process. Our solution is the subject of this white paper.

## Current process:

Corporate controller manually exports data from their Navision system for each company (11 companies in total) and bring it into Excel. Here, the controller shapes and formats the data for the customized financial statement presentation that the company uses. The process of exporting the data to review and make notes, make the changes, re-export and complete this process consumed a minimum of 40 hours per month for the corporate controller alone.

## Our solution:

Implement a data warehouse to support reporting efforts. This data warehouse updates with the required data from the source system on a daily basis (or more frequently as needed). The source system is composed of multiple geographically-dispersed SQL databases with a similar schema. In the new system, this data is retrieved, combined logically, and stored locally to improve query performance, report reliability, and to aggregate all of the data into a single source/point of truth.

During financial statement preparation, the controller access our custom application, selects the period and the company that they are working on, and they are presented with the financial statements as they appear in the draft status – all within a few seconds.

In the app, the controller is able to make notes and comments as they pertain to the published set of financial statements. When complete, the controller clicks a button to “finalize” these statements and a copy of the financial data and notes are saved to the database for future reference.

Power BI is linked to this system and offers the users an interactive and engaging way to view the monthly financial statements. Keep in mind, the company has already been on the journey to improved reporting for some time by now, and adding the standard monthly financial reports to the available reports is the second phase of this project – the first phase involved financial and operational data and aside from being able to report on items far more easily than ever before, trust in this new method has been built up – making the transition for such critical reports smooth.

On a standardized schedule, the reports are refreshed to show the most recent finalized copy of the statements. Report PDFs are produced using SSRS as paginated reports that are very similar to the original PDF reports from the source system. Power BI reports are refreshed, and according to the predetermined schedule, the applicable report users receive an email notification alerting them that this is available, with a link to the live report as well as a PDF of all report pages similar to what is attached here.

## Results:

### Application

**ReportParams**  
Please select the report parameters

October 2020 AFIMAC Canada



**AFIMAC Company**  
MONTHLY STATEMENT OF EARNINGS  
For the Months Ending: September

	Budget 2020	September 2020 Budget to September 2020 Actual				2020 YTD Budget to 2020 YTD Actual Comparison					
	Budget 20	% of Rev	Actual 20	% of Rev	Variance	Budget 20	% of Rev	2020 YTD	% of Rev	Variance	
Revenue	7650000	637500	%100	664729	%100	27229	5737500	%100	7550591	%100	1813091
Cost of Sales	5321001	443417	0.7	463104	0.7	19687	3990750	0.7	5156185	0.68	1165435
Gross Profit	2329000	194083	0.3	201625	0.3	7542	1746750	0.3	2394406	0.32	647656
Gross Margin %	0	0	0	0	0	0	0	0	0	0	0
G&A	1113923	95691	0.15	92152	0.14	-3539	832861	0.15	359479	0.05	-473382
Operating Income	1215077	98392	0.15	109473	0.16	11081	913889	0.16	2034927	0.27	1121039
Operating Income%											
Shared Resource Allocation	-1018364	-78293	-0.12	-80247	-0.12	-1955	-78293	-0.01	-80247	-0.01	-1955
Other Income (Expense)	-21361	-368	0	25	0	393	-20257	0	-14888	0	5369
Currency Exchange	0	0	0	-12286	-0.02	-12286	0	0	-304019	-0.04	-304019
Net Income(Loss)	175352	19732	0.03	16965	0.03	-2767	119210	0.02	1059413	0.14	940203
EBITDA											

- Total Sales for the month were \$664729 compared to budget of \$637500
- Gross Profit percentage was 30% compared to budget of 30%
- General & Administrative Expense was \$92152 compared to the budget of \$95691.

- Net Income for the month was \$17K compared to budget income of \$20K.

PDF Reports:



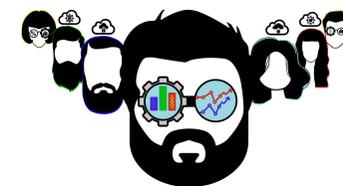
**AFIMAC Canada**  
Income Statement Summary  
Actual vs Budget for the Period and Year Ended - Division All  
(Amounts are in CAD) Generated on 12/7/2020

Description	Actual	Budget	Cur Var	Cur Var Pct	YTD	Budget YTD	YTDVariance	YTDVar Pct
<b>Gross Revenue</b>	<b>664,729</b>	<b>637,500</b>	<b>27,229</b>	<b>4%</b>	<b>7,550,591</b>	<b>5,737,500</b>	<b>1,813,091</b>	<b>32%</b>
<b>Cost of Sales</b>	<b>463,104</b>	<b>443,417</b>	<b>19,687</b>	<b>4%</b>	<b>5,156,185</b>	<b>3,990,750</b>	<b>1,165,435</b>	<b>29%</b>
<b>Gross Profit</b>	<b>201,625</b>	<b>194,083</b>	<b>7,542</b>	<b>4%</b>	<b>2,394,406</b>	<b>1,746,750</b>	<b>647,656</b>	<b>37%</b>
407 ETR	335	263	72	28%	1,158	2,365	-1,207	-51%
Accounting Fees	1,417	2,083	-667	-32%	12,750	18,750	-6,000	-32%
Auto Allowance	2,354	2,550	-196	-8%	22,361	22,950	-589	-3%
Auto Expense - Parking		128	-128	-100%	452	1,154	-701	-61%
Auto Expense - Rental		78	-78	-100%		701	-701	-100%
Auto Expenses - Gas	112	732	-620	-85%	2,178	6,587	-4,409	-67%
Bad Debt Expense	(67)	954	-1,021	-107%	-569	8,586	-9,155	-107%
Bank Service Charges	1,235	1,280	-45	-4%	10,314	11,522	-1,208	-10%
Business Insurance	5,184	6,309	-1,125	-18%	48,951	47,778	1,174	2%
Computer Equip & Supplies		14	-14	-100%	1,315	127	1,188	935%
Courier	1,039	6	1,033	17776%	7,021	52	6,968	13326%
CPP/QPP	1,449	1,589	-140	-9%	18,242	14,158	4,085	29%
Credit Card Fees	203	359	-156	-43%	1,685	3,232	-1,547	-48%
Depreciation Expense	659	1,262	-603	-48%	7,012	11,534	-4,522	-39%
Dues and Subscriptions	2,846	1,493	1,353	91%	21,506	13,439	8,067	60%
Education & Training Seminars	(128)	89	-217	-243%	-630	804	-1,434	-178%
EHT	1,295	831	464	56%	10,300	7,401	2,899	39%
EI	511	712	-201	-28%	6,895	6,345	550	9%
Employee Benefits	1,665	1,530	135	9%	-46,511	13,771	-60,283	-438%
Employee Recognition M&E 50%		4	-4	-100%	73	33	40	121%
Employee Recog Gift Card/Award	231		231	23119%	417		417	41678%
Event		3,000	-3,000	-100%		29,500	-29,500	-100%
Legal Expense		73	-73	-100%	1,937	658	1,279	194%
Licenses & Permits	208	2,652	-2,444	-92%	13,518	23,864	-10,347	-43%
Marketing & PR Expense		92	-92	-100%	736	827	-92	-11%
Meals & Entertainment 50%	238	496	-258	-52%	2,284	4,463	-2,179	-49%
Mileage		8	-8	-100%		72	-72	-100%
Miscellaneous Expense		143	-143	-100%	1,417	1,284	133	10%
Office Supplies and Expense	600	305	295	97%	5,140	2,741	2,399	87%
Online Software fees	1,529	2,217	-688	-31%	14,046	19,950	-5,904	-30%
Pavroll Service Charges	1,939	2,279	-341	-15%	18,540	20,515	-1,975	-10%



**AFIMAC Canada**  
MONTHLY STATEMENT OF EARNINGS  
For the Seven Months Ending September 30, 2020 Generated on 12/7/2020

	September 2020 Budget vs September 2020 Actual						2020 YTD Budget vs 2020 YTD Actual				
	Annual Budget	Budget	% Rev	Actual	% Rev	Var	Budget YTD	% Rev	YTD	% Rev	Var
<b>Gross Revenue</b>	7,650,000	637,500	100%	664,729	100%	27,229	5,737,500	100%	7,550,591	100%	1,813,091
<b>Cost of Sales</b>	5,321,001	443,417	70%	463,104	70%	19,687	3,990,750	70%	5,156,185	68%	1,165,435
<b>Gross Profit</b>	2,329,000	194,083	30%	201,625	30%	7,542	1,746,750	30%	2,394,406	32%	647,656
<b>Gross Margin %</b>	30%	-	0%	0			-	0%	0		
<b>Total General &amp; Admin Expense</b>	1,113,923	95,691	15%	92,152	14%	(3,539)	832,861	15%	359,479	5%	(473,382)
<b>Operating Income</b>	1,215,077	98,392	15%	109,473	16%	11,081	913,889	16%	2,034,927	27%	1,121,038
<b>Shared Resource Allocation</b>	(1,018,364)	(78,293)	-12%	(80,247)	-12%	(1,955)	(78,293)	-1%	(80,247)	-1%	(1,955)
<b>Other Income/Expense</b>	(21,361)	(368)	0%	25	0%	393	(20,257)	0%	(14,888)	0%	5,367
<b>Currency Exchange</b>	-	-	0%	(12,286)	-2%	(12,286)	-	0%	(304,019)	-4%	(304,019)
<b>Net Income Before Tax</b>	175,352	19,732	3%	16,965	3%	(2,767)	119,210	2%	1,059,413	14%	940,203



**Company**

**Year**

**Month**

**Division**

## Monthly Financial Statements

### Financial Statements

Statement of Earnings

Income Statement Summary

Income Statement by Division

### Key Areas

Revenue

Revenue by Division

Gross Profit

Operating Income

### Charts and Graphs

AR Analysis

Cash Flow

Waterfall Graphs

Key Areas



**Company** ▼

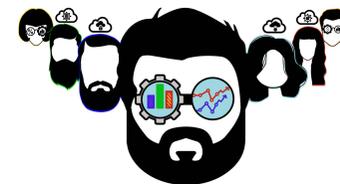
XYZ Company ▼

**Year** ▼

2020 ▼

**Month** ▼

October ▼



## XYZ Company

### MONTHLY STATEMENT OF EARNINGS

#### For the Ten Months Ending October 31, 2020

#### Current Period

#### Gross Revenue

**711,867** ✓  
Budget YTD: 637,500  
(+74,367 +12%)

#### Gross Profit

**225,227** ✓  
Budget YTD: 194,083  
(+31,143 +16%)

#### Operating Income

**133,941** ✓  
Budget YTD: 92,848  
(+41,093 +44%)

#### Net Profit

**24,792** ✓  
Budget YTD: 10,610  
(+14,182 +134%)

Description	Annual Budget	Budget	% Rev	Actual	% Rev	Variance	Budget YTD	% Rev	Actual YTD	% Rev	Variance YTD
Gross Revenue	7,650,000	637,500	100%	711,867	100%	74,367	6,375,000	100%	8,262,458	100%	1,887,458
Cost of Sales	5,321,001	443,417	70%	486,641	68%	43,224	4,434,167	70%	5,642,826	68%	1,208,659
Gross Profit	2,329,000	194,083	30%	225,227	32%	31,143	1,940,833	30%	2,619,632	32%	678,799
Total General & Admin Expense	1,113,923	101,236	16%	91,286	13%	-9,950	934,097	16%	450,764	13%	-483,332
Operating Income	1,215,077	92,848	15%	133,941	19%	41,093	1,006,736	15%	2,168,868	19%	1,162,132
Shared Resource Allocation	-856,291	-81,869	-13%	-76,175	-11%	5,695	-856,291	-13%	-732,782	-11%	123,509
Other Income/Expense	-21,361	-368	-0%	-1,011	-0%	-643	-20,625	-0%	-15,899	-0%	4,726
Currency Exchange	0	0	0%	-31,963	-4%	-31,963	0	0%	-335,981	-4%	-335,981
Net Income Before Tax	175,352	10,610	2%	24,792	3%	14,182	129,820	2%	1,084,205	3%	954,385

notes

#### YTD

#### Gross Revenue

**8,262,458** ✓  
Budget YTD: 6,375,000  
(+1,887,458 +30%)

#### Gross Profit

**2,619,632** ✓  
Budget YTD: 1,940,833  
(+678,799 +35%)

#### Operating Income

**2,168,868** ✓  
Budget YTD: 1,006,736  
(+1,162,132 +115%)

#### Net Profit

**1,084,205** ✓  
Budget YTD: 129,820  
(+954,385 +735%)



**Company** ▼

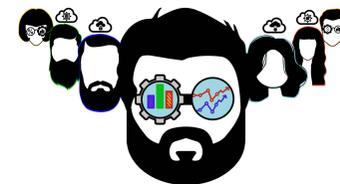
XYZ Company ▼

**Year** ▼

2020 ▼

**Month** ▼

October ▼



**Current Period**

**XYZ Company**

**YTD**

**Gross Revenue**

711,867 637,500  
Actual Budget

100%  
% Rev

**Cost of Sales**

486,641 443,417  
Actual Budget

70%  
% Rev

**Gross Profit**

225,227 194,083  
Actual Budget

30%  
% Rev

**Total General & Admin Expense**

91,286 101,236  
Actual Budget

16%  
% Rev

**Operating Income**

133,941 92,848  
Actual Budget

15%  
% Rev

**Shared Resource Allocation**

-76,175 -81,869  
Actual Budget

-13%  
% Rev

**Income Statement Summary**  
**Actual vs Budget for the Period and Year Ended - Division - All**  
**For the Period from October 1, 2020 to October 31, 2020**

Description	Current Period	Budgeted Period	Current Variance	Current % Variance	Year to Date	Budget YTD	YTD Variance	YTD % Variance
Gross Revenue	711,867	637,500	74,367	12%	8,262,458	6,375,000	1,887,458	30%
Cost of Sales	486,641	443,417	43,224	10%	5,642,826	4,434,167	1,208,659	27%
Gross Profit	225,227	194,083	31,143	16%	2,619,632	1,940,833	678,799	35%
407 ETR	126	263	-137	-52%	1,284	2,628	-1,344	-51%
Accounting Fees	1,417	2,083	-667	-32%	14,167	20,833	-6,667	-32%
Auto Allowance	3,531	2,550	981	38%	25,892	25,500	392	2%
Auto Expense - Parking	25	128	-103	-80%	477	1,282	-805	-63%
Auto Expense - Rental		78	-78	-100%		779	-779	-100%
Auto Expenses - Gas	64	732	-668	-91%	2,242	7,319	-5,077	-69%
Bad Debt Expense	229	10,954	-10,725	-98%	-340	19,540	-19,880	-102%
Bank Service Charges	1,180	1,280	-100	-8%	11,493	12,802	-1,308	-10%
Business Insurance	5,184	5,184	0	0%	54,135	52,961	1,174	2%
Computer Equip & Supplies	30	14	15	109%	1,344	141	1,203	852%
Courier	58	6	52	895%	7,078	58	7,020	12,083%
CPP/QPP	1,087	1,661	-575	-35%	19,329	15,819	3,510	22%
Credit Card Fees	95	359	-264	-74%	1,780	3,591	-1,811	-50%
Depreciation Expense	659	1,484	-825	-56%	7,671	13,018	-5,347	-41%
Dues and Subscriptions	2,458	1,493	965	65%	23,964	14,932	9,032	60%
Education & Training Semin...		89	-89	-100%	-630	893	-1,523	-171%
EHT	2,329	868	1,461	168%	12,629	8,269	4,360	53%
EI	315	745	-430	-58%	7,210	7,090	120	2%
Employee Benefits	1,795	1,530	265	17%	-44,716	15,302	-60,018	-392%
Employee Recognition M&E ...		4	-4	-100%	73	37	36	99%
Employee Recog Gift Card/Aw...					417		417	0%
Event						29,500	-29,500	-100%

**Gross Revenue**

8,262,458 6,375,000  
YTD Budget YTD

100%  
% Rev

**Cost of Sales**

5,642,826 4,434,167  
YTD Budget YTD

68%  
% Rev

**Gross Profit**

2,619,632 1,940,833  
YTD Budget YTD

32%  
% Rev

**Total General & Admin Expense**

450,764 934,097  
YTD Budget YTD

13%  
% Rev

**Operating Income**

2,168,868 1,006,736  
YTD Budget YTD

19%  
% Rev

**Shared Resource Allocation**

-732,782 -856,291  
YTD Budget YTD

-11%  
% Rev



**Company** ▼

XYZ Company ▼

**Year** ▼

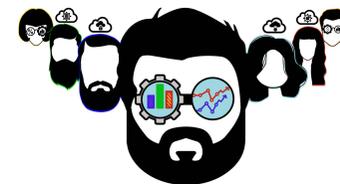
2020 ▼

**Month** ▼

October ▼

**Division** ▼

All ▼



**Current Period**

**Gross Revenue**

637,500      711,867  
 Budget      Actual

100%      74,367  
 % Rev      Current Variance

**Cost of Sales**

443,417      486,641  
 Budget      Actual

70%      43,224  
 % Rev      Current Variance

**Gross Profit**

194,083      225,227  
 Budget      Actual

30%      31,143  
 % Rev      Current Variance

**Total General & Admin Expense**

101,236      91,286  
 Budget      Actual

16%      -9,950  
 % Rev      Current Variance

**Operating Income**

92,848      133,941  
 Budget      Actual

15%      41,093  
 % Rev      Current Variance

**Shared Resource Allocation**

-81,869      -76,175  
 Budget      Actual

**XYZ Company**

**Income Statement Summary**

**Actual vs Budget for the Period and Year Ended - Division - All**  
**For the Period from October 1, 2020 to October 31, 2020**

Description	Actual	% of Total	Budget	% of Total	Year to Date	% of Total	Budget YTD	% of Total
Gross Revenue	711,867	100.00%	637,500	100.00%	8,262,458	861.44%	6,375,000	861.44%
Cost of Sales	486,641	68.36%	443,417	69.56%	5,642,826	578.93%	4,434,167	578.93%
Gross Profit	225,227	31.64%	194,083	30.44%	2,619,632	282.51%	1,940,833	282.51%
407 ETR	126	0.02%	263	0.04%	1,284	0.12%	2,628	0.12%
Accounting Fees	1,417	0.20%	2,083	0.33%	14,167	2.19%	20,833	2.19%
Auto Allowance	3,531	0.50%	2,550	0.40%	25,892	3.80%	25,500	3.80%
Auto Expense - Parking	25	0.00%	128	0.02%	477	0.06%	1,282	0.06%
Auto Expense - Rental			78	0.01%			779	
Auto Expenses - Gas	64	0.01%	732	0.11%	2,242	0.33%	7,319	0.33%
Bad Debt Expense	229	0.03%	10,954	1.72%	-340	0.00%	19,540	0.00%
Bank Service Charges	1,180	0.17%	1,280	0.20%	11,493	1.61%	12,802	1.61%
Business Insurance	5,184	0.73%	5,184	0.81%	54,135	7.71%	52,961	7.71%
Computer Equip & Supplies	30	0.00%	14	0.00%	1,344	0.19%	141	0.19%
Courier	58	0.01%	6	0.00%	7,078	0.18%	58	0.18%
CPP/QPP	1,087	0.15%	1,661	0.26%	19,329	1.09%	15,819	1.09%
Credit Card Fees	95	0.01%	359	0.06%	1,780	0.15%	3,591	0.15%
Depreciation Expense	659	0.09%	1,484	0.23%	7,671	1.20%	13,018	1.20%
Dues and Subscriptions	2,458	0.35%	1,493	0.23%	23,964	2.60%	14,932	2.60%
Education & Training Seminars			89	0.01%	-630		893	
EHT	2,329	0.33%	868	0.14%	12,629	1.10%	8,269	1.10%
EI	315	0.04%	745	0.12%	7,210	0.40%	7,090	0.40%
Employee Benefits	1,795	0.25%	1,530	0.24%	-44,716	1.01%	15,302	1.01%
Employee Recognition M&E 50%			4	0.00%	73		37	
Employee Recog Gift Card/Award					417			
Event							29,500	
Legal Expense			73	0.01%	1,937	0.27%	731	0.27%

**YTD**

**Gross Revenue**

8,262,458      6,375,000  
 YTD      Budget YTD

100%      1,887,458  
 % Rev      Variance YTD

**Cost of Sales**

5,642,826      4,434,167  
 YTD      Budget YTD

68%      1,208,659  
 % Rev      Variance YTD

**Gross Profit**

2,619,632      1,940,833  
 YTD      Budget YTD

32%      678,799  
 % Rev      Variance YTD

**Total General & Admin Expense**

450,764      934,097  
 YTD      Budget YTD

13%      -483,332  
 % Rev      Variance YTD

**Operating Income**

2,168,868      1,006,736  
 YTD      Budget YTD

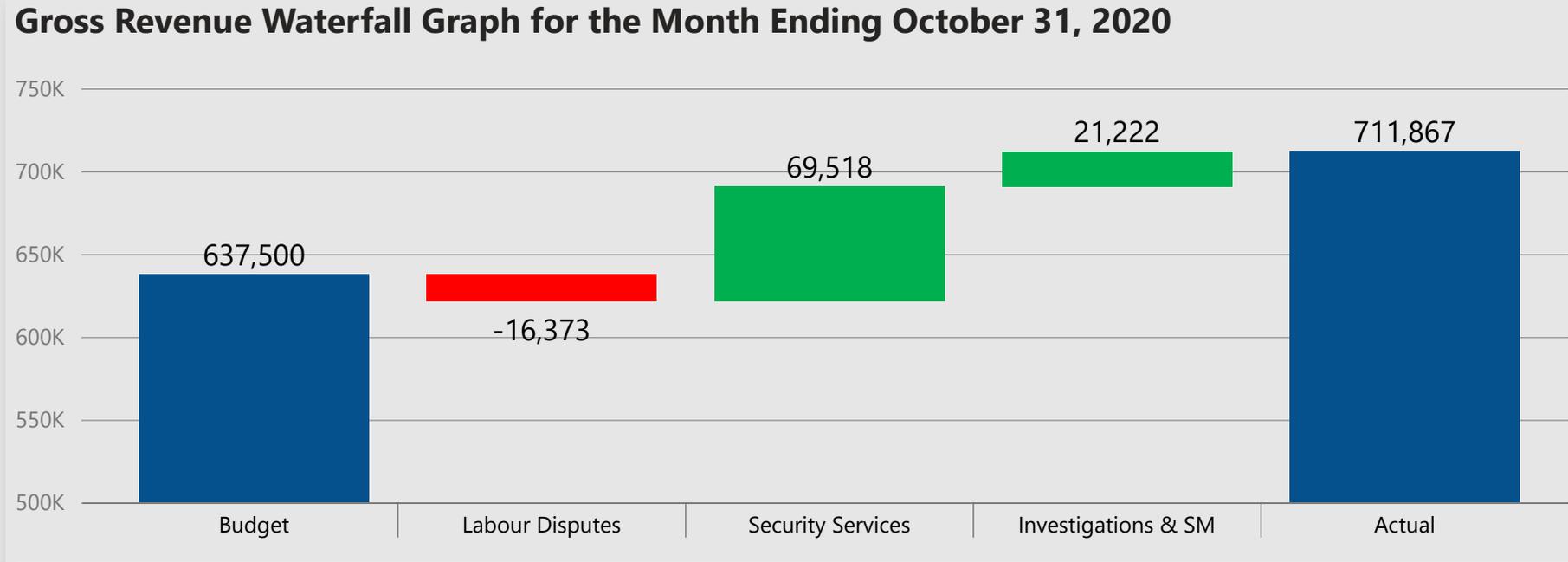
19%      1,162,132  
 % Rev      Variance YTD

**Shared Resource Allocation**

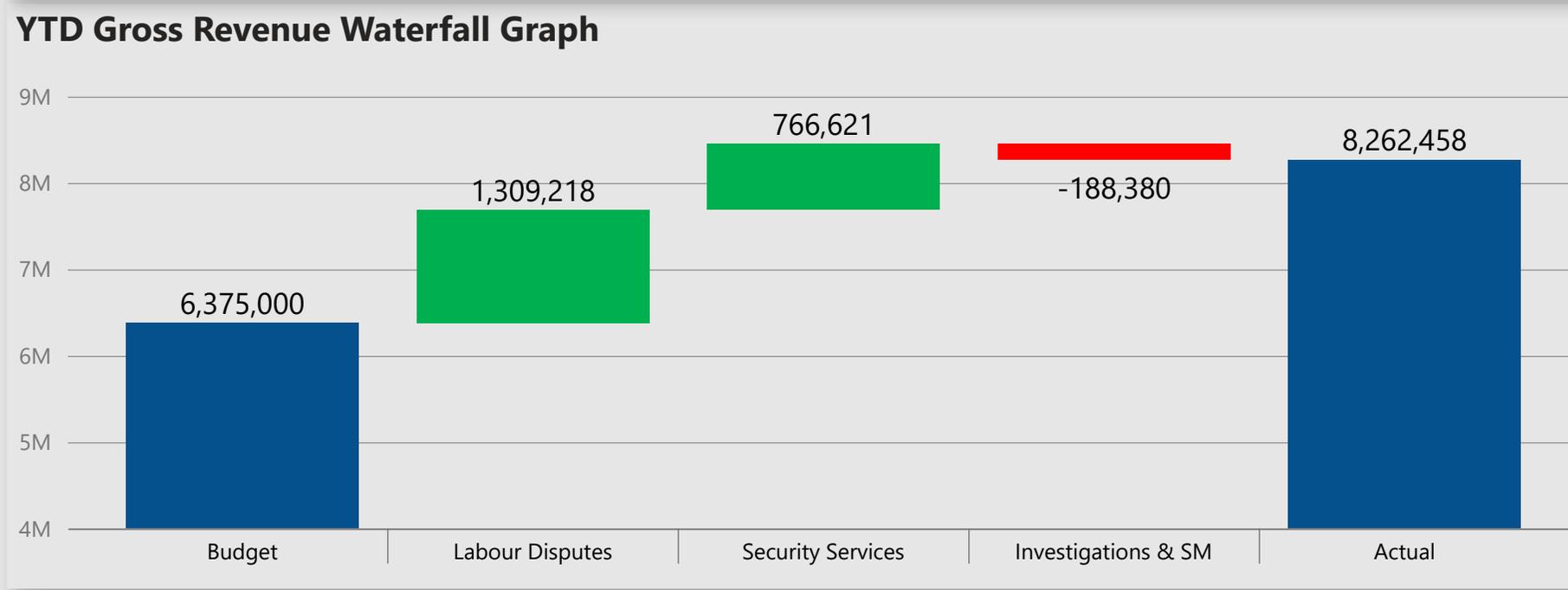
-732,782      -856,291  
 YTD      Budget YTD



# XYZ Company Interactive Graphs For the Ten Months Ending October 31, 2020

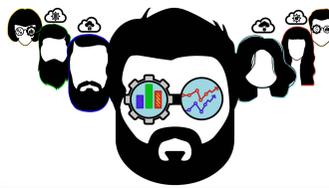


- Revenue
- Gross Profit
- Operating Income

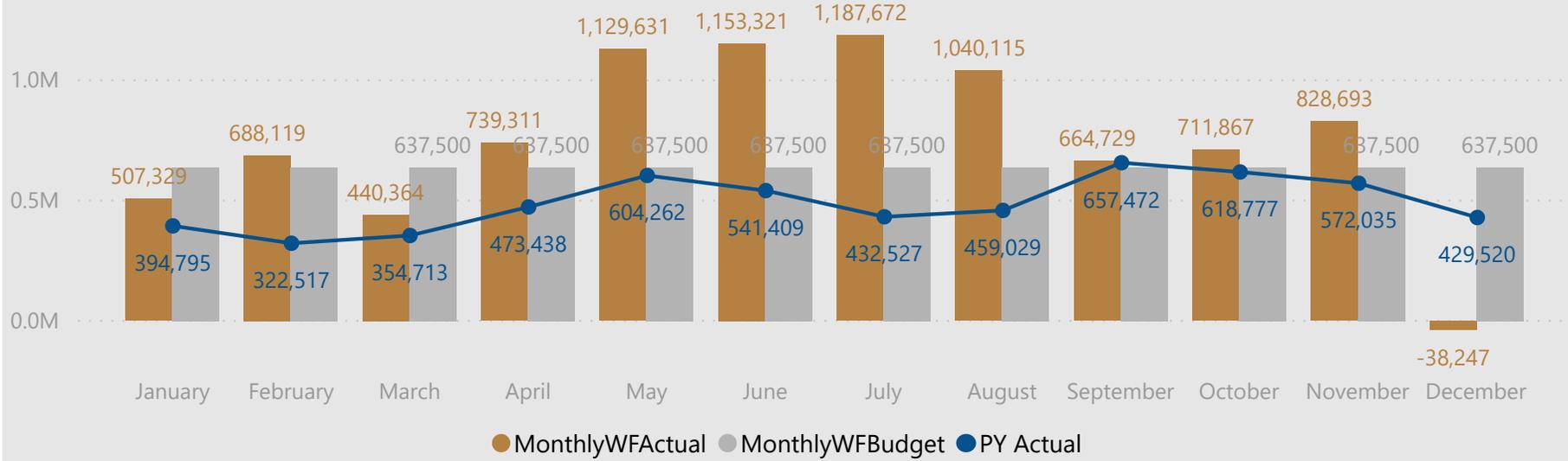


**XYZ Company**  
**Interactive Graphs**  
**For the Ten Months Ending October 31, 2020**

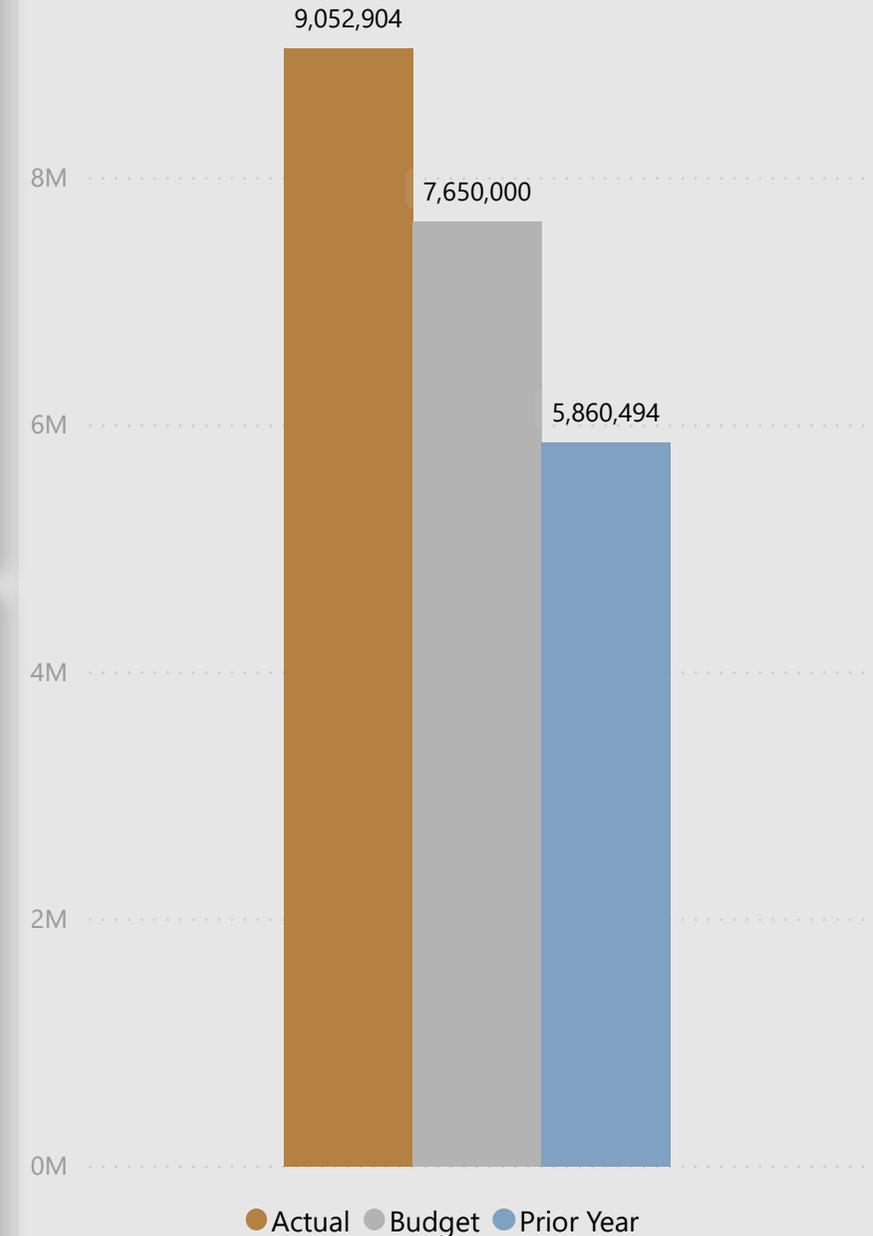
**Category**    
**Division**



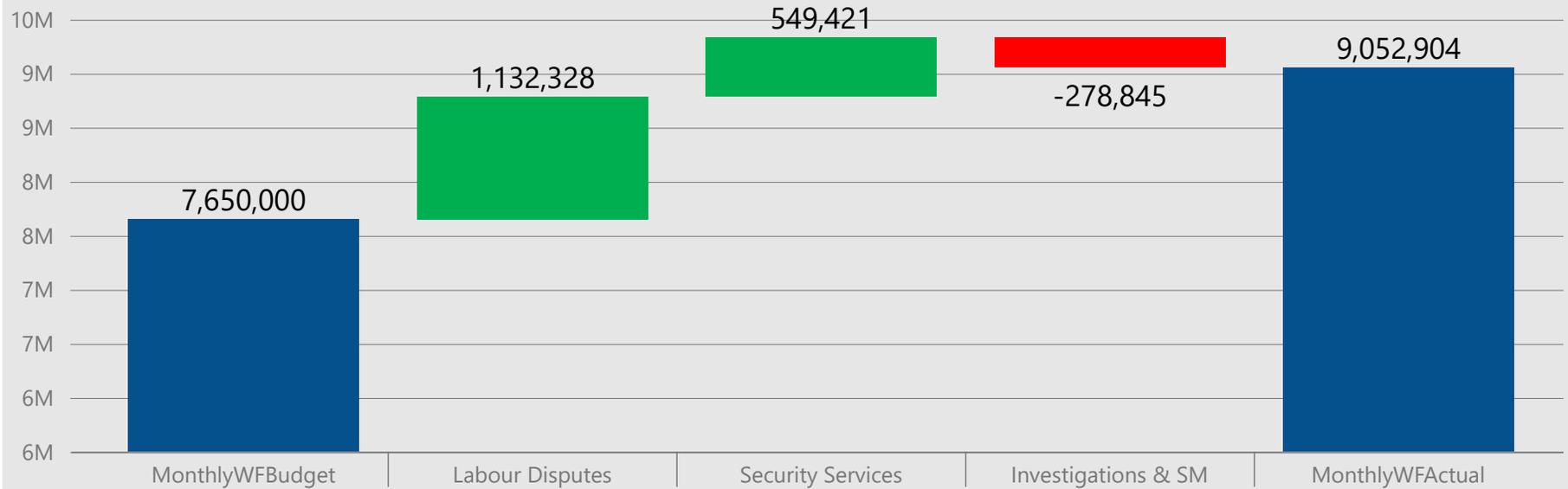
**XYZ Company Actual vs Budget - Gross Revenue**

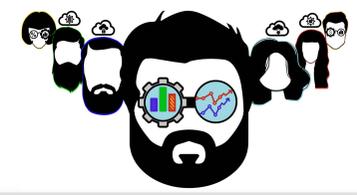


**Gross Revenue Totals**



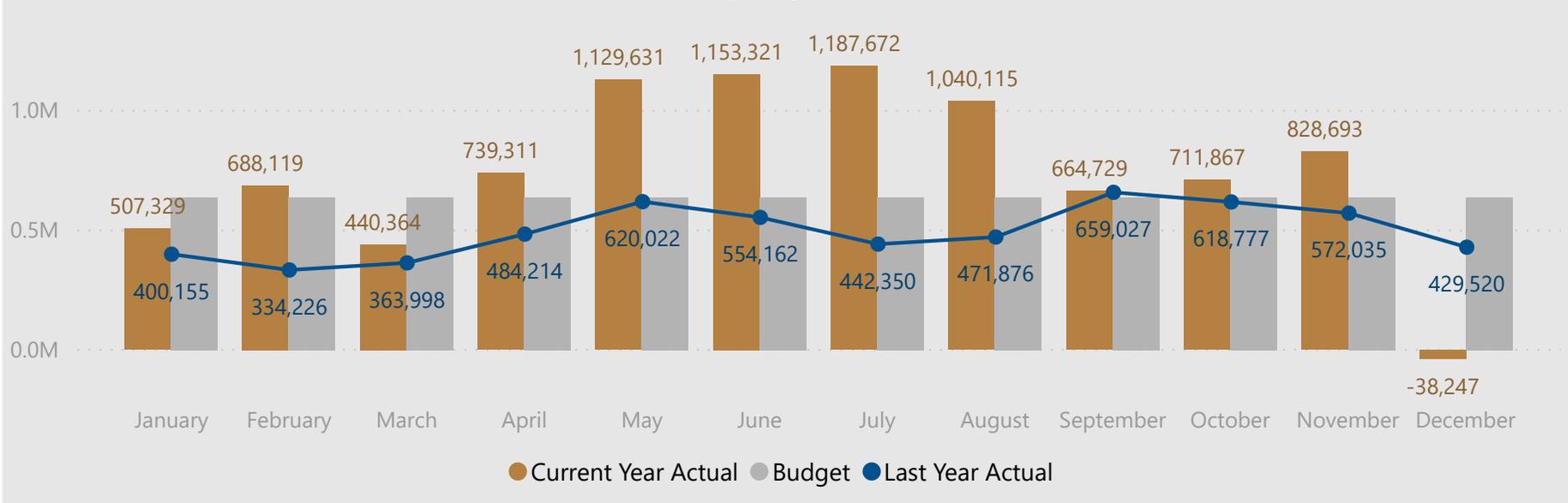
**YTD Gross Revenue Waterfall Graph**



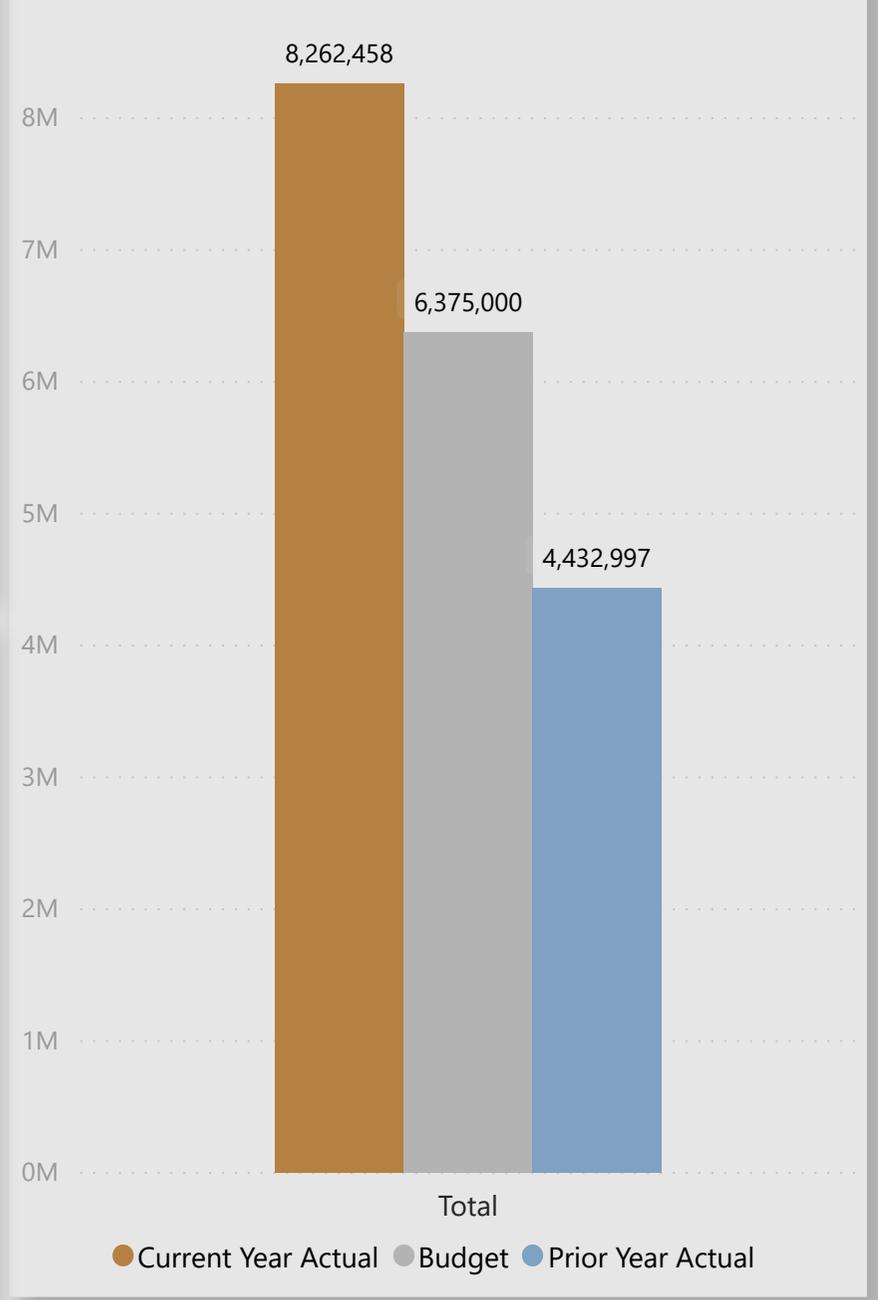


# XYZ Company Interactive Graphs For the Ten Months Ending October 31, 2020

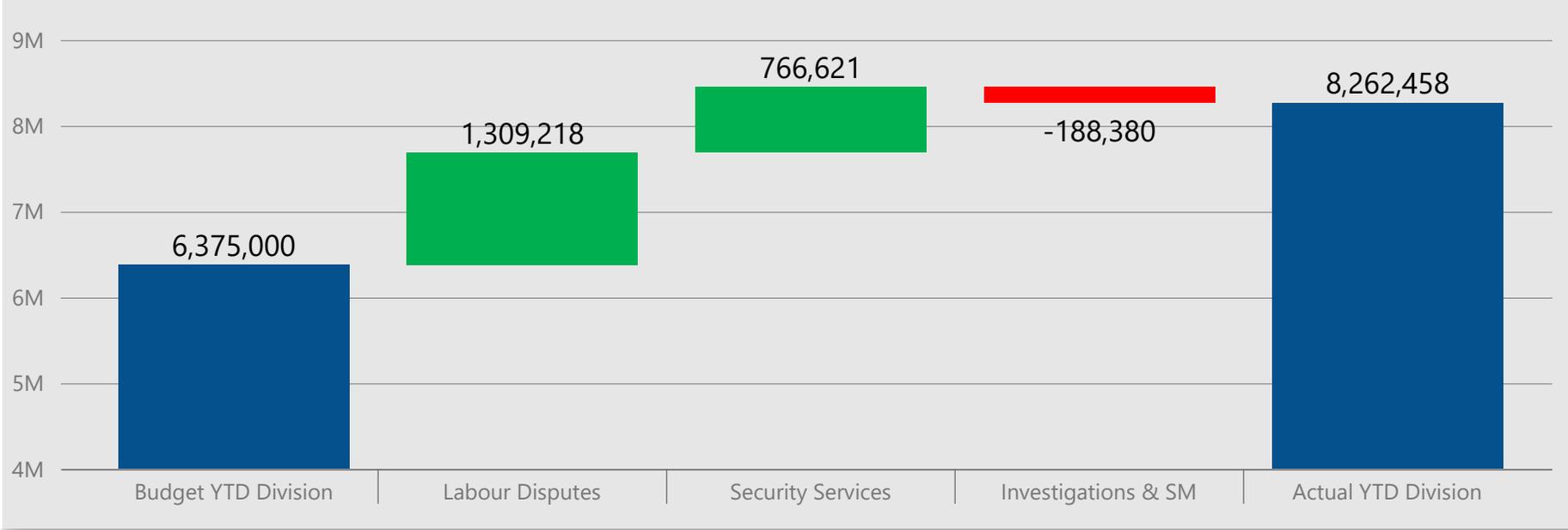
### XYZ Company Revenue

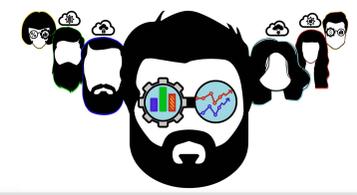


### Revenue Totals



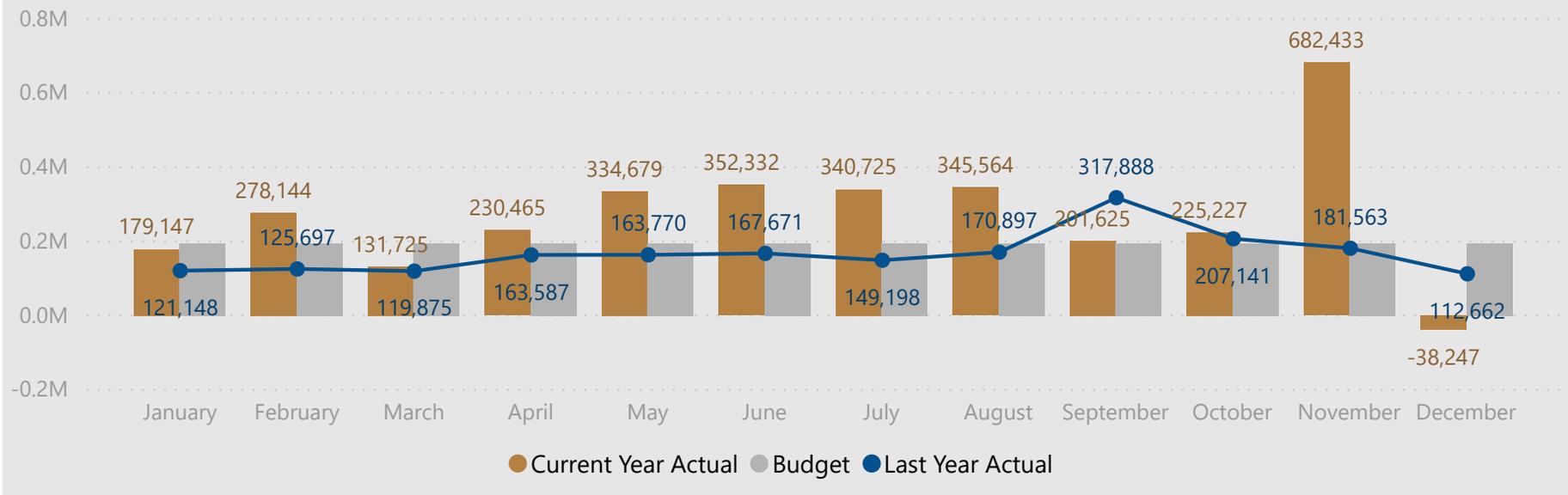
### Waterfall Graph - YTD Revenue



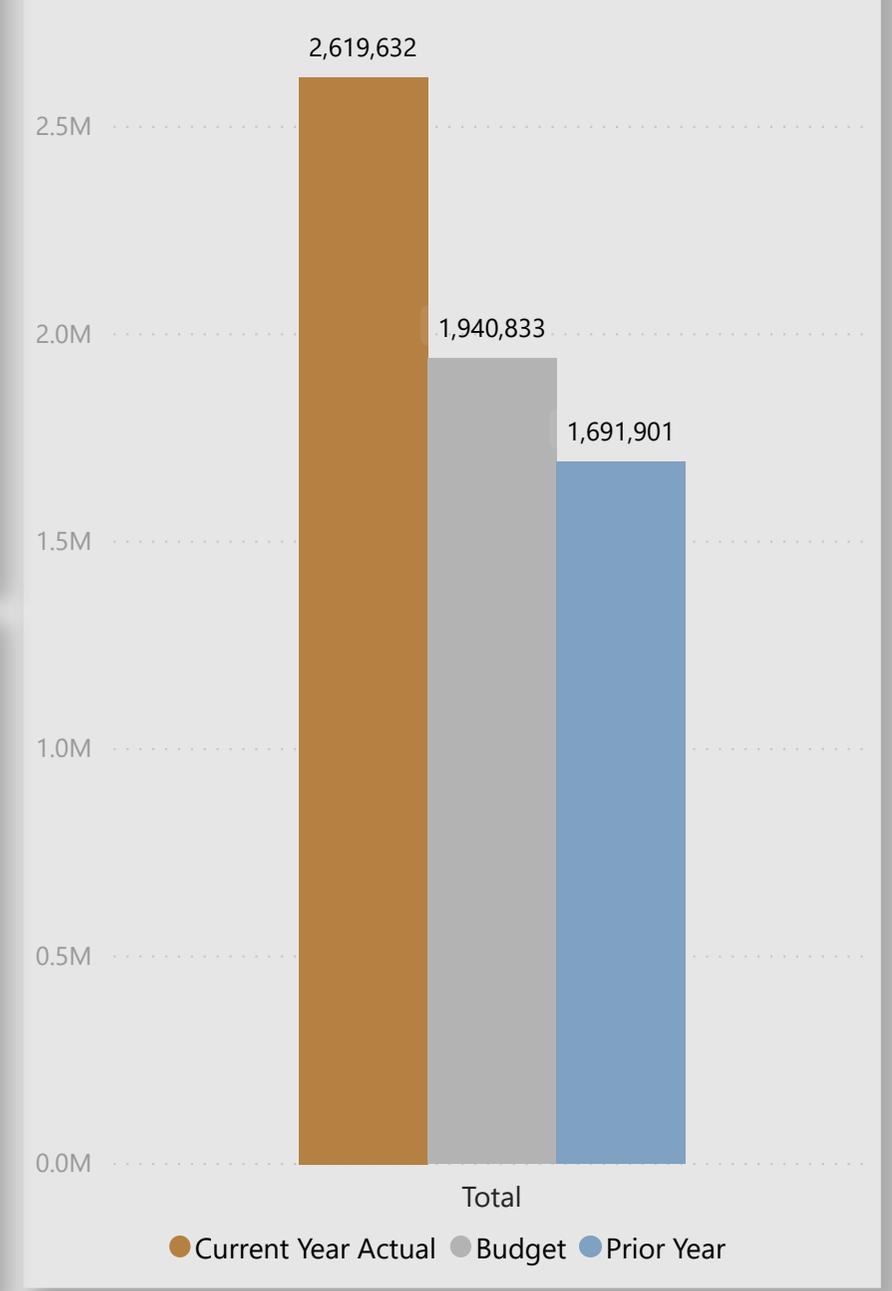


# XYZ Company Gross Profit Graphs For the Ten Months Ending October 31, 2020

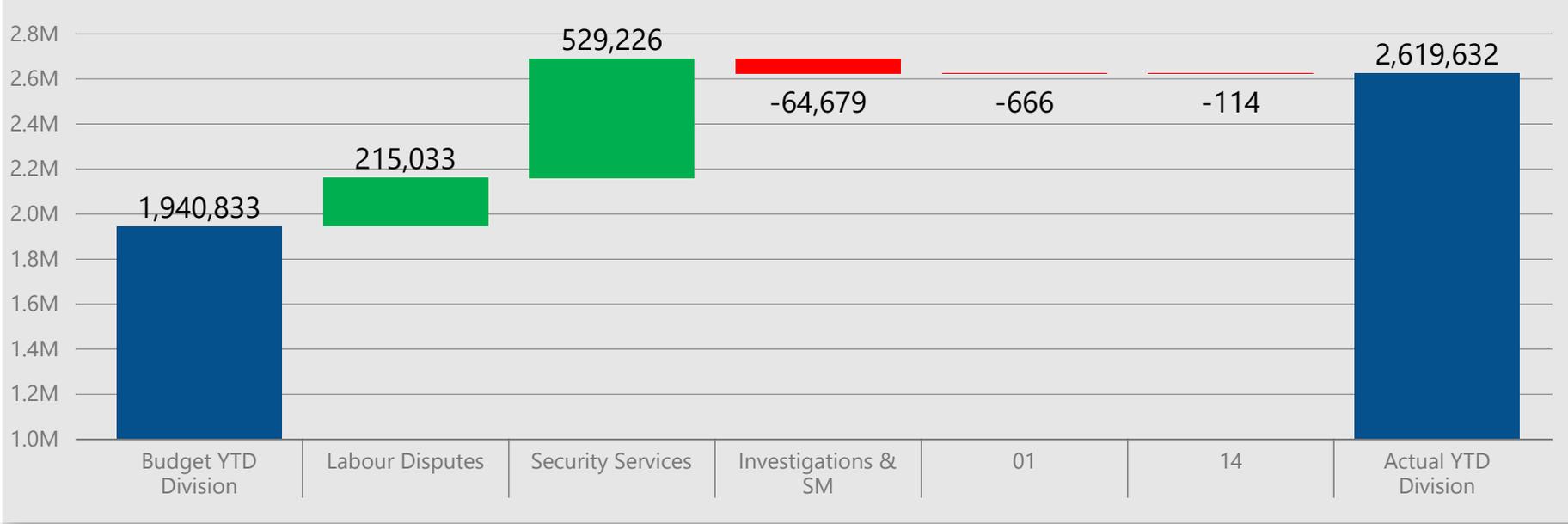
### XYZ Company Gross Profit

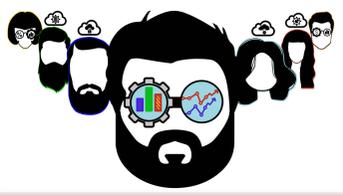


### Gross Profit Totals



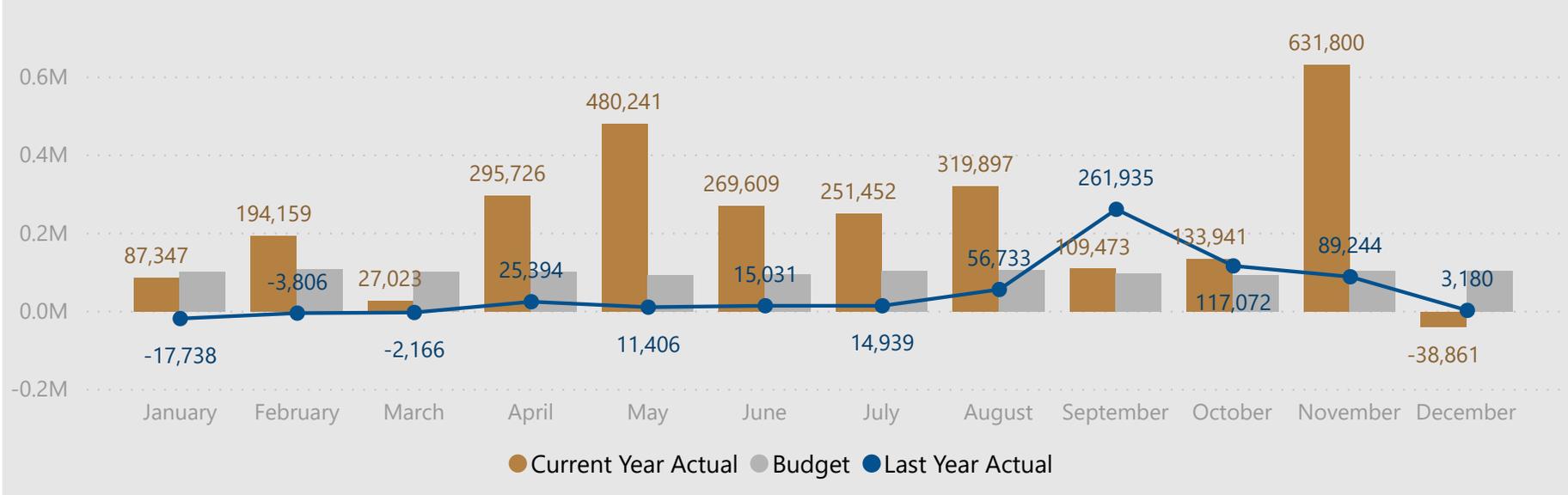
### Waterfall Graph - Gross Profit



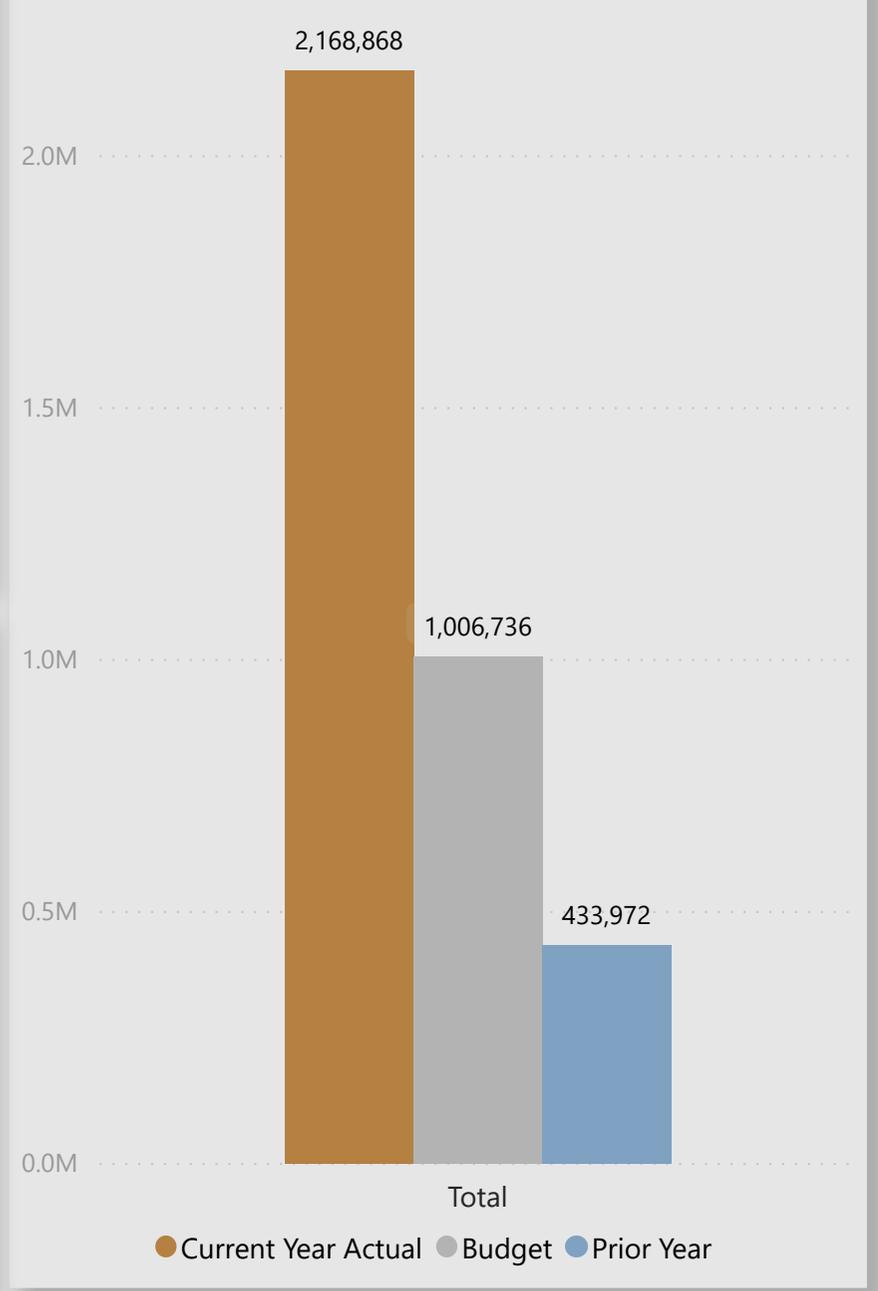


# XYZ Company Operating Income Graphs For the Ten Months Ending October 31, 2020

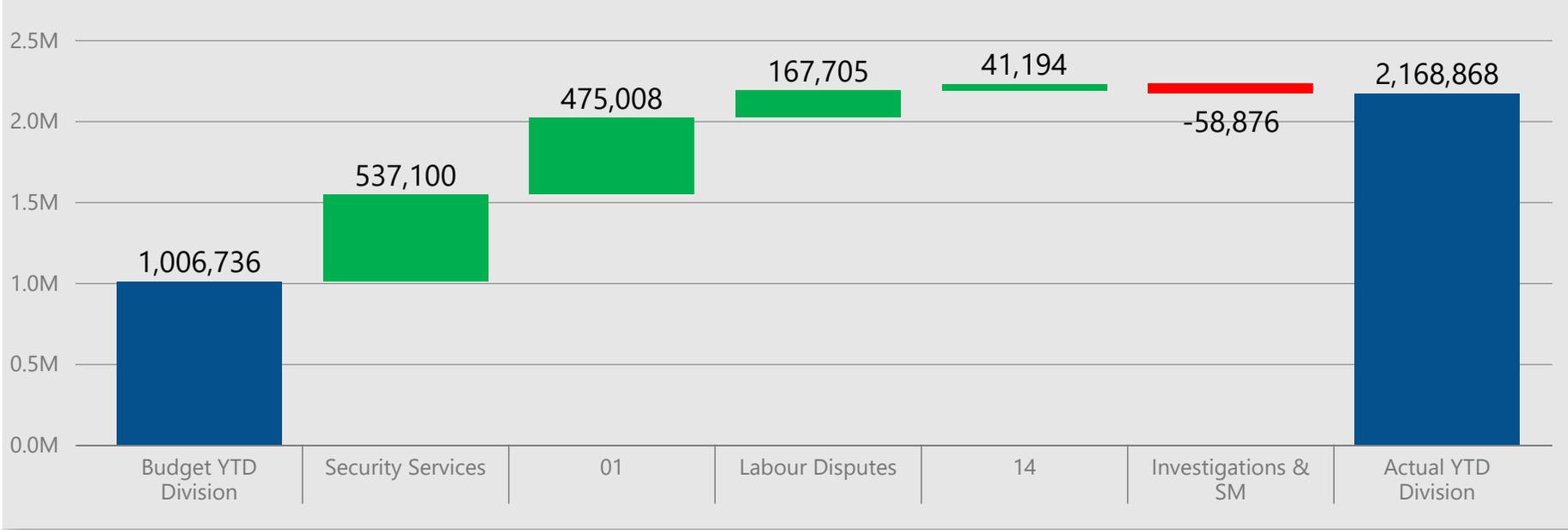
### XYZ Company Actual vs Budget - Operating Income

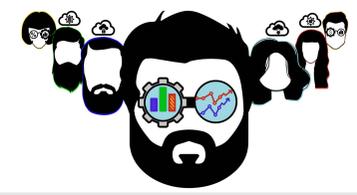


### Operating Income Totals

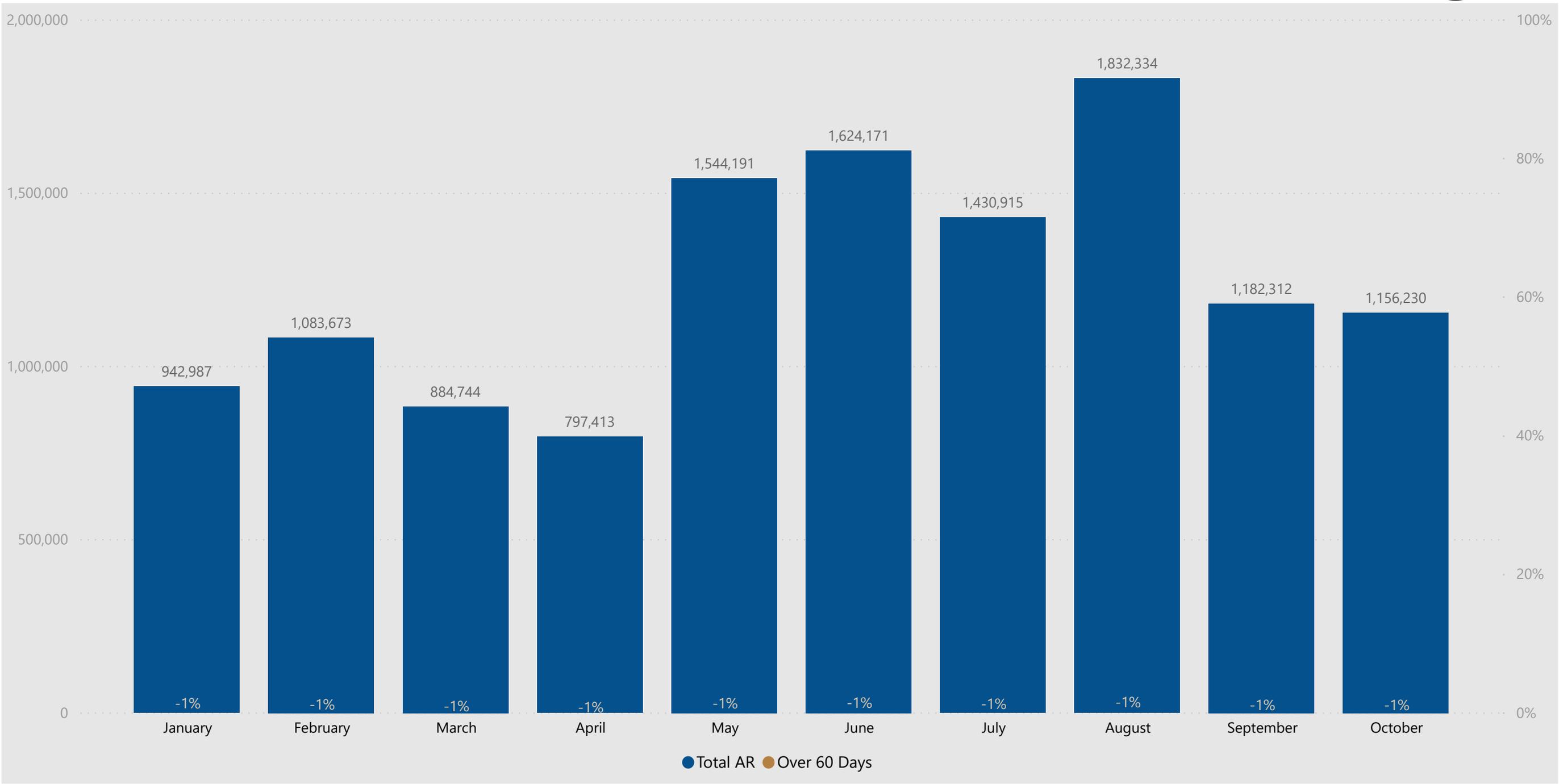


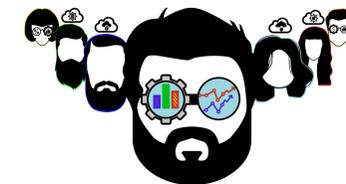
### Waterfall Graph - Operating Income





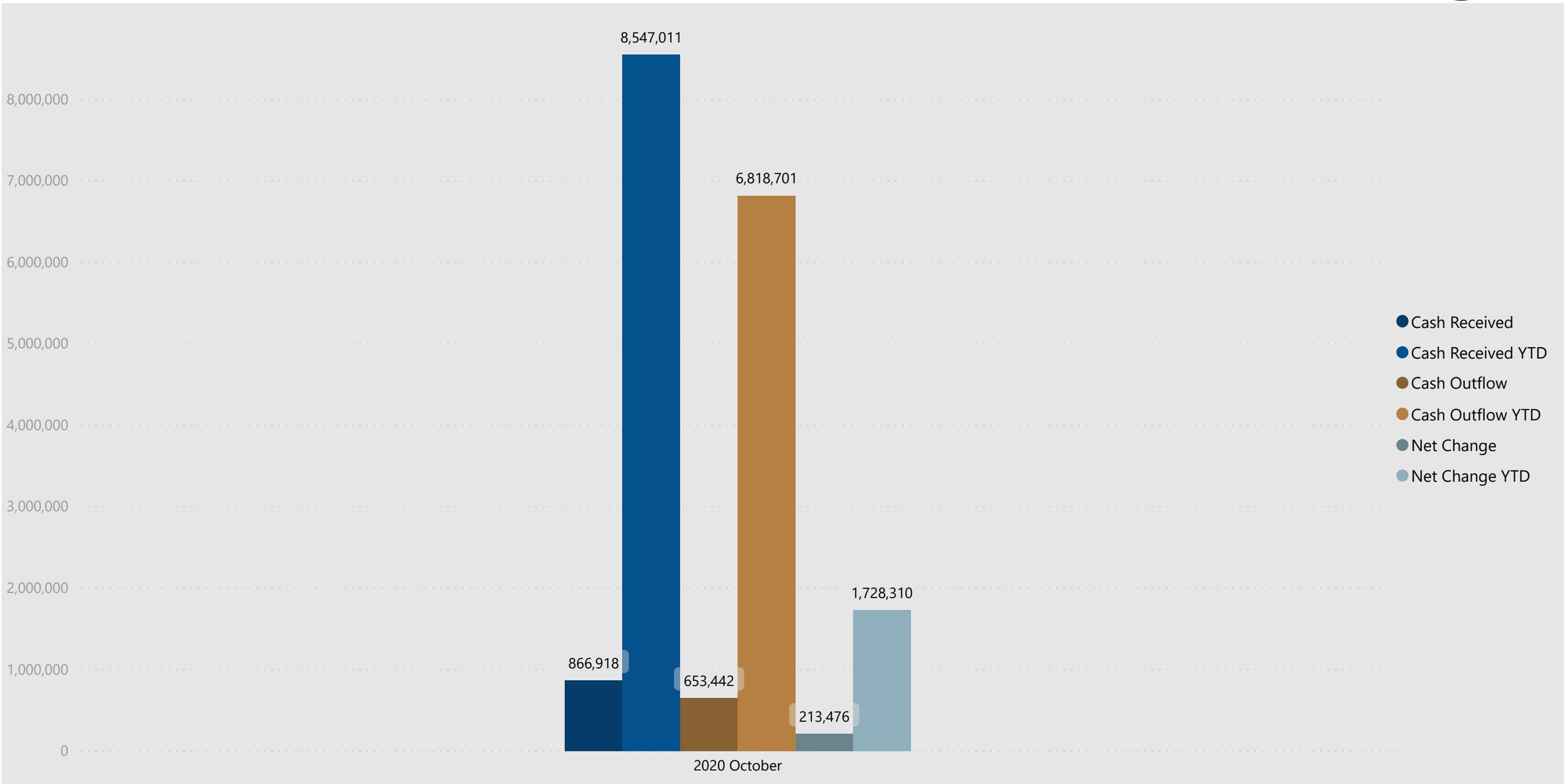
# XYZ Company AR Analysis & % over 60 Days

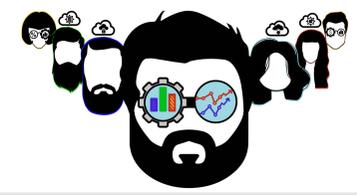




# XYZ Company

## Cash Flow For the Ten Months Ending October 31, 2020



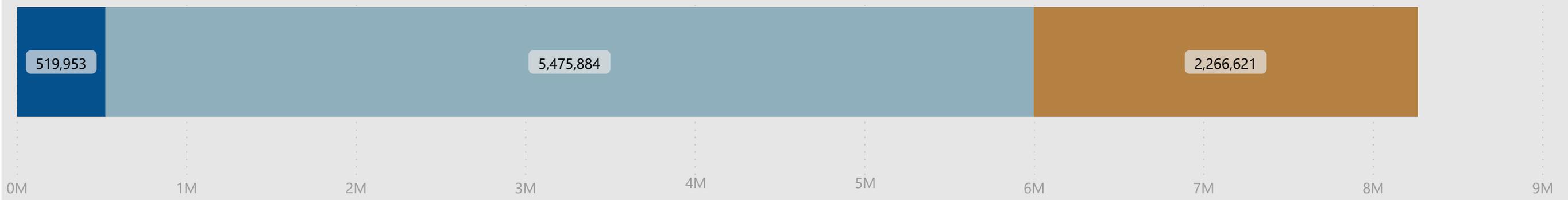


# XYZ Company

## Revenue by Division Graphs For the Ten Months Ending October 31, 2020

### XYZ Company Revenue by Division Totals

Division ● Investigations & SM ● Labour Disputes ● Security Services



### XYZ Company Revenue by Division

