Agenda

* Understand the reasons your firm purchased Vision – analyzing your company's pain points
* What is an ERP and how is it different?
* Project Lifecycle
* Reasons why firms fail at implementation or user adoption
* Areas of toughest user adoption – Timesheets, Project Reporting, Opportunities, Activities, Resource Planning
* Develop an Implementation plan, timeline and goals
* Tips for successful user adoption –the carrot or the stick?
* Measuring progress and accountability
* Cool new features of version 7.x
* Reporting
* What not to do!!
* Q&A

Why Did Your Firm Buy Vision?

We find the most common goals for a company purchasing Vision include:

* Consolidation of client, project and employee data into a single database
* Project managers accessing their own data on a dashboard
* Improvement of time and expense collection and increased accuracy
* Improved billing processes
* Integration of marketing and proposal management with accounting
* Creation of faster more targeted proposals
* Increased utilization by streamlining resource scheduling / management
* Improved project budgeting with real time integration to timesheet data
* Improved automation of business processes using workflows
* Better financial reporting and analysis of data

What is an ERP and Why is it Different?

* An ERP integrates all the areas of your business:
  - Accounting / Billing
  - HR / Payroll
  - Project Management
  - Executives / Department managers
  - Marketing / Business development
  - Regular employees / Other operations

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Deltek Vision Project Lifecycle

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Reasons Why Firms Fail at Implementation or User Adoption

* Failure to get Executive Commitment and Support
* Incorrect expectations
* Inadequate implementation budget and schedule
* Lack of company-wide and role based training
* Failure to commit to change of processes / Lack of documented processes
* Unwillingness to enforce company polices
* Limiting use of system to functionality of the old system
* Failure to set goals and measure results

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Areas of Toughest User Adoption

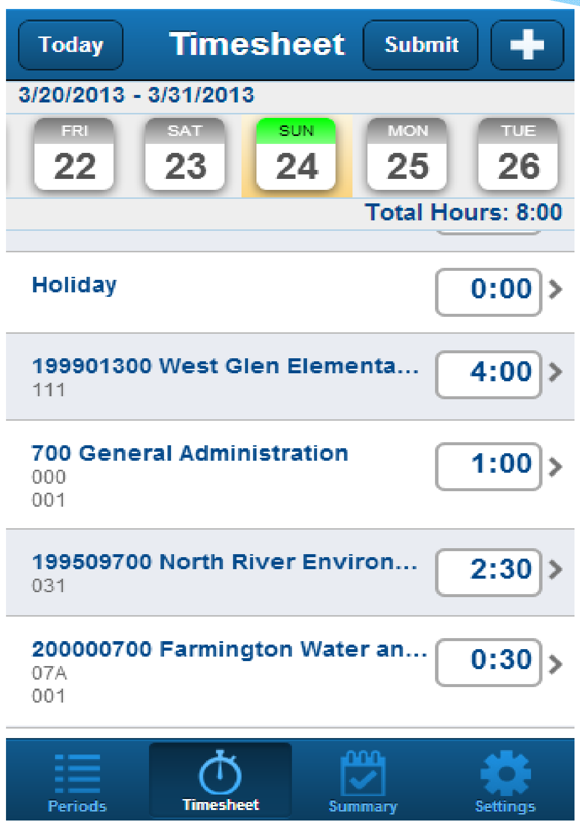
* Timesheets and Expense reports
* Project Reporting
* Opportunities
* Activities
* Resource Planning

Time & Expense Best Practices

* Develop a documented timesheet entry, editing and submission policy
* Teach employees how critical their timesheet is to the entire profitability of the firm
* Provide user training on timesheet entry for everyone
* Train supervisors and project managers on timesheet approval processes
* Implement line item time approval
* Utilize a mobile application for timesheet entry
* Require daily time entry and enforce timesheet policies
* Submit and approve timesheets weekly
* Limit the number of choices employees have on their timesheet
* Restrict employees from charging to projects that they are not allowed to charge
* Inactivate Phases / Tasks under the project when they are completed
* Implement workflows and alerts
* Alert employees when timesheets are due to be submitted
* Designate a person to check timesheets daily
* Implement an automated floor check process
* Do not anyone other than employee to edit timesheet their timesheet
* Use Navigator and / or mobile time for timesheet entry from any device
* For expenses – threaten to take away company credit cards

Time & Expense

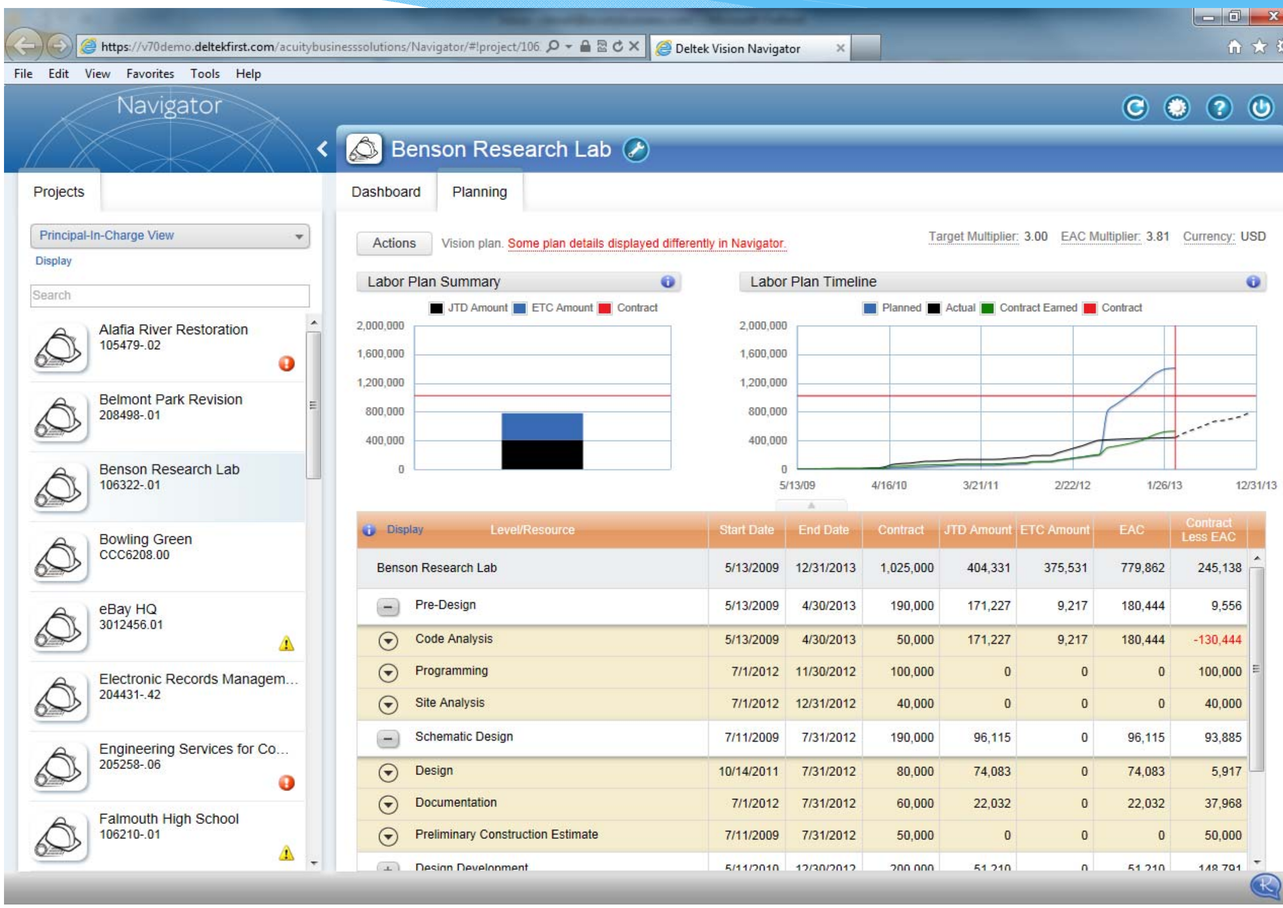
Touch Time



Project Management and Reporting

* Set up role based dashboards with favorite reports and push out
* Project Navigator
* Exception reporting
* Train managers to use reporting options and create favorites
* Use security to limit access to confidential data
* Use Project Review
* Automatically schedule reports
* Hold managers accountable for reaching goals or project profitability
* Use Resource Planning reports
* Vision Performance Management / Visualization

Vision Project Navigator



Resource Planning

* Planning is critical to proper usage and adoption
* What are your goals? – Revenue Generation? Bids and Proposal Estimating? Project Budgeting? Scheduling? Tracking Overhead time?
* Who should use it and what is their purpose? Stakeholders, Users and Admin
* Development of standard processes and policies
* Keep it simple
* Integration with project setup and timesheets
* Reporting
* Establishing accountability

Resource Planning

Project Planning

Save | Save Baseline | New | Delete | Actions | Options | Print | Help

Cape Cod Vacation Club | **Retrieve Mode: All Data * ETC/JTD Date: 10/2/2012**

General | Labor | Rates | Top-down Plan | Summary | Analysis | Financial* | Expense | Consultant

Labor

Description	Project	Phase	Task	Start	Finish	Planned Hrs	Planned Bill	JTD Hrs	JTD Bill	Subrow	Jan 2009 1/13 - 1/18	Jan 2009 1/19 - 1/25	Jan-Feb'09 1/26 - 2/1	Feb 2009 2/2 - 2/8	Feb 2009 2/9 - 2/15
Cape Cod Vacation Club	**2002005.00**			**1/13/2009**	**12/3/2010**	**7,480**	**625,904**	**2,939.00**	**203,325.00**	**Planned Hrs**	**41**	**136**	**156**	**334**	**355**
										Actual Hrs	**230.00**				**425.00**
Preliminary Design	**2002005.00**	**1PD**	**BPD**	**1/13/2009**	**2/23/2009**	**920**	**64,800**	**135.00**	**10,335.00**	**Planned Hrs**	**41**	**136**	**156**	**282**	**247**
										Actual Hrs	**50.00**				**20.00**
Gonzalez, Luis	2002005.00	1PD	BPD	1/13/2009	2/23/2009	120	6,480			Planned Hrs	15	19	18	23	23
										Actual Hrs					
Architect	2002005.00	1PD	BPD	1/13/2009	2/23/2009	160	9,600			Planned Hrs	15	19	18	36	36
										Actual Hrs					
Boston Prelimin...	**2002005.00**	**1PD**	**BPD**	**1/13/2009**	**2/14/2009**	**200**	**15,216**	**135.00**	**10,335.00**	**Planned Hrs**	**11**	**35**	**39**	**75**	**40**
										Actual Hrs	**50.00**				**20.00**
Baugh, Laura	2002005.00	1PD	BPD	1/13/2009	2/7/2009	72	5,616	70.00	5,460.00	Planned Hrs	11	14	13	34	
										Actual Hrs	50.00				20.00
Spencer, Tho...	2002005.00	1PD	BPD	1/20/2009	2/14/2009	128	9,600	65.00	4,875.00	Planned Hrs		21	26	41	40
										Actual Hrs					
San Francisco P...	**2002005.00**	**1PD**	**SPD**	**1/20/2009**	**2/14/2009**	**440**	**33,504**	**526.00**	**41,178.00**	**Planned Hrs**		**63**	**81**	**148**	**148**
										Actual Hrs	**180.00**				**235.00**
Barrett, Tina	2002005.00	1PD	SPD	1/20/2009	2/14/2009	144	11,232	182.00	14,062.00	Planned Hrs		21	27	48	48
										Actual Hrs	55.00				80.00
Brady, Michael	2002005.00	1PD	SPD	1/20/2009	2/14/2009	160	12,480	185.00	14,724.00	Planned Hrs		21	27	56	56
										Actual Hrs	65.00				80.00
Morgan, Dway...	2002005.00	1PD	SPD	1/20/2009	2/14/2009	136	9,792	159.00	12,392.00	Planned Hrs		21	27	44	44
										Actual Hrs	60.00				75.00
Schematic Design	**2002005.00**	**2SD**	**BSD**	**2/3/2009**	**3/14/2009**	**808**	**51,000**	**360.00**	**27,600.00**	**Planned Hrs**				**52**	**108**
										Actual Hrs					**120.00**

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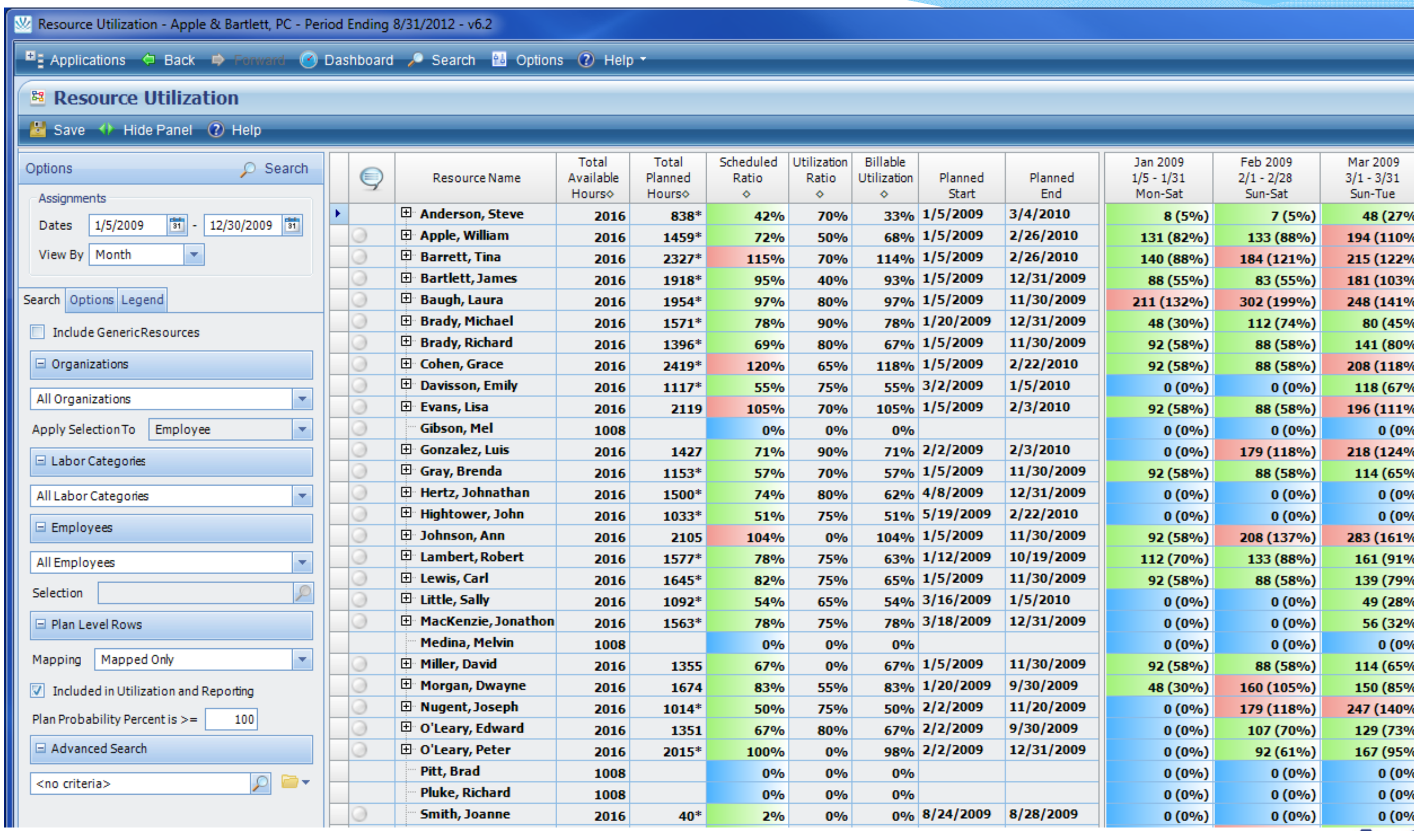
Resource Scheduling

Resource Utilization



Resource Name	Total Available Hours	Total Planned Hours	Scheduled Ratio	Utilization Ratio	Billable Utilization	Planned Start	Planned End	Jan 2009 1/5 - 1/31 Mon-Sat	Feb 2009 2/1 - 2/28 Sun-Sat	Mar 2009 3/1 - 3/31 Sun-Tue
Anderson, Steve	2016	838*	42%	70%	33%	1/5/2009	3/4/2010	8 (5%)	7 (5%)	48 (27%)
Apple, William	2016	1459*	72%	50%	68%	1/5/2009	2/26/2010	131 (82%)	133 (88%)	194 (110%)
Barrett, Tina	2016	2327*	115%	70%	114%	1/5/2009	2/26/2010	140 (88%)	184 (121%)	215 (122%)
Bartlett, James	2016	1918*	95%	40%	93%	1/5/2009	12/31/2009	88 (55%)	83 (55%)	181 (103%)
Baugh, Laura	2016	1954*	97%	80%	97%	1/5/2009	11/30/2009	211 (132%)	302 (199%)	248 (141%)
Brady, Michael	2016	1571*	78%	90%	78%	1/20/2009	12/31/2009	48 (30%)	112 (74%)	80 (45%)
Brady, Richard	2016	1396*	69%	80%	67%	1/5/2009	11/30/2009	92 (58%)	88 (58%)	141 (80%)
Cohen, Grace	2016	2419*	120%	65%	118%	1/5/2009	2/22/2010	92 (58%)	88 (58%)	208 (118%)
Davisson, Emily	2016	1117*	55%	75%	55%	3/2/2009	1/5/2010	0 (0%)	0 (0%)	118 (67%)
Evans, Lisa	2016	2119	105%	70%	105%	1/5/2009	2/3/2010	92 (58%)	88 (58%)	196 (111%)
Gibson, Mel	1008		0%	0%	0%			0 (0%)	0 (0%)	0 (0%)
Gonzalez, Luis	2016	1427	71%	90%	71%	2/2/2009	2/3/2010	0 (0%)	179 (118%)	218 (124%)
Gray, Brenda	2016	1153*	57%	70%	57%	1/5/2009	11/30/2009	92 (58%)	88 (58%)	114 (65%)
Hertz, Johnathan	2016	1500*	74%	80%	62%	4/8/2009	12/31/2009	0 (0%)	0 (0%)	0 (0%)
Hightower, John	2016	1033*	51%	75%	51%	5/19/2009	2/22/2010	0 (0%)	0 (0%)	0 (0%)
Johnson, Ann	2016	2105	104%	0%	104%	1/5/2009	11/30/2009	92 (58%)	208 (137%)	283 (161%)
Lambert, Robert	2016	1577*	78%	75%	63%	1/12/2009	10/19/2009	112 (70%)	133 (88%)	161 (91%)
Lewis, Carl	2016	1645*	82%	75%	65%	1/5/2009	11/30/2009	92 (58%)	88 (58%)	139 (79%)
Little, Sally	2016	1092*	54%	65%	54%	3/16/2009	1/5/2010	0 (0%)	0 (0%)	49 (28%)
MacKenzie, Jonathon	2016	1563*	78%	75%	78%	3/18/2009	12/31/2009	0 (0%)	0 (0%)	56 (32%)
Medina, Melvin	1008		0%	0%	0%			0 (0%)	0 (0%)	0 (0%)
Miller, David	2016	1355	67%	0%	67%	1/5/2009	11/30/2009	92 (58%)	88 (58%)	114 (65%)
Morgan, Dwayne	2016	1674	83%	55%	83%	1/20/2009	9/30/2009	48 (30%)	160 (105%)	150 (85%)
Nugent, Joseph	2016	1014*	50%	75%	50%	2/2/2009	11/20/2009	0 (0%)	179 (118%)	247 (140%)
O'Leary, Edward	2016	1351	67%	80%	67%	2/2/2009	9/30/2009	0 (0%)	107 (70%)	129 (73%)
O'Leary, Peter	2016	2015*	100%	0%	98%	2/2/2009	12/31/2009	0 (0%)	92 (61%)	167 (95%)
Pitt, Brad	1008		0%	0%	0%			0 (0%)	0 (0%)	0 (0%)
Pluke, Richard	1008		0%	0%	0%			0 (0%)	0 (0%)	0 (0%)
Smith, Joanne	2016	40*	2%	0%	0%	8/24/2009	8/28/2009	0 (0%)	0 (0%)	0 (0%)

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Budgeting Options in Vision

Feature/Functionality	Budget Worksheet	Navigator	Resource Planning
Budget/Plan Labor and Expenses at WBS Levels	✔	✔ 1	✔
Labor Code Based Budgeting	✔		✔
View Key Project Metrics (budget/plan, ETC, EAC, JTD)	✔	✔	✔
Utilize as Budget Source in Reports	✔	✔	✔
Graphical Views of Key Project Metrics		✔	
Budget/Plan Labor by Resource/Employee		✔	✔
Budget/Plan Labor and Expenses Over Time		✔ 1	✔
Budget/Plan at Both Cost and Billing	✔		✔
View and Schedule Resources Based on Availability/Utilization		✔	✔
View Resource/Employee Utilization Across Entire Organization			✔
View and Schedule Resources Based on Skills		✔	✔
Alert Notifications When Resources are Scheduled		✔	✔
Resource Utilization Reporting			✔
Project Planning Reporting			✔
Project Plans with more than 3 levels of WBS			✔
Project Plans with Multiple Accordion Calendar Scales			✔
Project Plans Mapped to Multiple Projects			✔
Project Plans with WBS Different from Project WBS			✔
Assign Resources in Project Plans at WBS Levels Other Than			✔
Utilize From Any Browser		✔	
Utilize From Tablet Devices		✔	
Collaborate via Kona		✔	

Opportunities

- Require an opportunity for every potential project
- Use workflow to create alerts when dates change or elapse
- Have single point of contact internally for managing opportunities and pipeline
- Create user defined fields to track vital project data
- Create a documented sales process
- Use opportunity data for forecasting and part of financial reporting
- Create services estimates, or estimates in RP
- Create projects from opportunities

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Activities (CRM)

Why use Activities?

* Can be used just for marketing staff or everyone
* Can give Executives clearer insight into client satisfaction and project progress
* Lessens the impact of employee turnover
* Higher level of accountability
* Keep your promises to clients
* Reduces number of emails and sticky notes

How to get employees to use Activities:

* Run activity reports each week for employee status meetings
* Schedule activities for employees rather than sending emails
* Let clients know that employees will be recording all relevant events
* Integrate with Outlook – employees already know how to use it

Develop an Implementation Plan with Timeline and Goals

* Develop an Implementation Plan that includes Who, What, Where, When and How
* Analyze all of your processes and determine what areas are, inefficient, cumbersome, time consuming, or redundant
  * Duplicate data entry – Outlook, Payroll, Excel, etc.
  * Where can workflow create notifications that keep opportunities, deadlines, etc. from slipping through the cracks
  * Screen designer and user defined fields / tabs
  * Use of required fields
  * Is system configuration optimized?
  * Go paperless
* Training is critical to individual success

How to Measure and Improve Staff Adoption

The carrot or the stick?

Carrot - Develop performance goals and reward those who meet them

Stick – Find ways to remove benefits or perks if not compliant

* Project Managers – project profitability, utilization of their team
* Marketing / CRM - Win / loss statistics, monitor activities, client satisfaction surveys
* Accounting – measure days for billing and Days sales outstanding for collections
* Employees – Time and Expense
    * Carrot – Reward those who meet expectations for period of time
    * Stick – Remove from Direct deposit, public review, email alerts

Tips for Improved Staff Adoption and Success with Vision

* Training, Training, Training
* Set measurable goals
* Monitor success – people get excited when they see something working
* Accountability – reward successful performance
* Solicit feedback and ideas
* Stop holding their hand
* Make their life easier – workflows, alerts and dashboards
* Peer pressure
* Communicate clearly and often – transparency goes a long way
* Show them the "cool stuff"
  * Advanced searches
  * Favorite reports
  * View grids
* Stay Updated!!

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Measuring Progress and Results

- What does it cost your firm if staff are not using it?
  - Initial investment of time and money
  - Lost revenue from increased marketing success
  - Cost Savings from lost efficiency savings
  - Lost contracts and unhappy client
  - Cost of project budget overruns
- People will "buy in" if they see the value
- How can you measure your success?
  - Key Indicators
    - Utilization
    - Project Profitability
    - Win Rate
    - AR aging
    - Client Satisfaction
  - Develop dashboard with scorecard
  - Evaluate increased efficiency

Vision 7.0Key Features

* Unlimited Timesheet Comments as a Memo Field
* User-Defined Info Centers
* Contract Management
* Revenue Allocation for Fee-Based Invoices
* Gains and Losses Support in Revenue Generation
* Credit Memos
* Email EFT Remittances in Accounts Payable, Employee Expenses, and Payroll Processing
* Intercompany Billing Rate Calculations
* Online Check Review
* Update Billing Status
* Generic Resources for Resource Planning
* Employee Realization Reporting
* Integration with Microsoft® Office Lync

Vision 7.1Key Features

* Transaction Document Management (TDM)
* Adobe InDesign Merge Templates
* Billing Invoice Approvals
* General Tab of Plan Settings – Navigator
* Transaction Auto Numbering
* Enhanced Dashboard Formatting
* Kona & Navigator Integration
* View level 2 & 3 in List View in Project Info Center

Vision 7.2Key Features

* Timesheet Auditing / Floor Check
* Force Users to Reset Password at Next Login
* Uploading Images
* Fully reprogrammed VPM Module
* Billing Transfer Auditing
* Bank Reconciliation Enhancements
* Tax Auditing Enhancements
* Search for a contact using the client name
* Custom Report Administration
* New Online Help System
* Print Functionality – Deltek First Essentials Cloud Version

General Ledger Reporting

* **Balance Sheet** – Statement of where the company is financially at a point in time. Reports on Assets, Liabilities and Owner's Equity.
* **Income Statement (P&L)** – Shows how the company has performed over a period of time (month, quarter, year). Calculates profit from Revenues – Expenses. Usually compares budget to actual.
* **Statement of Cash Flows** – Shows firm's cash position and what they used cash for during the year (operations, investments and finance).

Opportunity Reporting

* **Opportunity Forecast** – shows the firm's pipeline based on weighted revenue, probability, and expected close date.
* **Opportunity Hit Rate List** – shows the win rate for the firm. Calculated as (awarded opportunities ÷ all opportunities).
* Use **List View in opportunities** to evaluate opportunity data different ways

Project Reporting

* **Budget Worksheet** – a verification report of the amounts entered in project budget worksheet
* **Consultant Ledger** – a listing of consultants invoices by project including invoice detail and status
* **Expense Detail** – a detailed listing of all expense transactions by project
* **Expense Summary** – a summarized report where you can compare actual expense amounts to budgeted expense amounts and drill down to a more detailed report
* **Labor Detail** – a detail listing of all labor transactions by project
* **Labor Summary** - summarized report comparing actual labor to budgeted labor with drill down
* **Office Earnings** – a high-level summary of financial activity for revenue-producing projects. The report includes current, year-to-date, and job-to-date totals for many other fields and calculations.
* **Project Detail** – a detail listing of all labor and expense transactions at cost and billing amounts by project
* **Project Earnings** - a high-level summary of financial activity for all projects. The report includes several column values for current, year-to-date, and job-to-date totals for many other fields and calculations.
* **Project Progress** – a detailed report of all labor and expense transaction as well a budget amounts and variances
* **Project Summary** - summary of labor & expense transactions and budget amounts / variances with drill down
* **Project Top/Bottom Performers** – graphical analysis of project performance and key project financial statistics

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Reporting

Accounts Receivable (AR) Reports:

- **AR Aged** – shows outstanding invoices and categorizes them by how old they are
- **AR Ledger** - For each project, phase, or task, the report displays invoices generated and payments received
- **AR Statement** – a statement that can be sent to a client that has outstanding invoices

Billing Reporting

Billing Reports:

* **Unbilled Detail –** shows the amounts to be billed by project for labor and expenses.
* **Fee Remaining –** The Fee Remaining report provides a summary of fee billing status. It calculates the remaining fee amount for a project, phase, or task by subtracting previous fee billing from the total fee.
* **Billing Review Report** – Acuity custom report (based on FMS billing review)

Employee Reporting

* **Time Analysis** – use to review how your employees are using their time with comparisons of direct, indirect, total time, and ratios. Can be formatted as an Utilization report.

Performance Management Reporting

* **Key Financial Metrics** – shows how the firm is performing on many different levels. Can be configured to add or remove metrics from the standard.
* **Opportunity Top-Bottom Performers –** can be configured to show the top or bottom opportunities by estimated revenue.
* **Project Top-Bottom Performers** – can be configured to show the top or bottom clients or projects by revenue.

Resource Planning Reporting

* **Labor Plan Charts** - Displays bar graphs to show planned labor hours, or billing amounts. PMs might use this report to compare planned and baseline estimates to actual results to identify areas of the plan that may warrant extra effort.
* **Labor Plan Summary -** Use this report to compare planned baseline hours against estimate at completion (EAC) hours, to analyze the plan's percent complete status.
* **Labor Resource Actuals** - Use this report to review actual labor hours for project.
* **Labor Resource Planned/Actuals** - Use this report to review both planned and actual labor hours for your projects.
* **Project Planning Analysis** - Use this report to compare actual (JTD) numbers to your original plan.
* **Project Planning Performance** - Use this report to review project plan schedules and all aspects of plan performance.

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Other Best Practices

* Reconcile Balance Sheet accounts and Labor to payroll every month
* Unposting is dangerous!
* Make sure you pay attention to what period you are in
* Don't make journal entries to accounts w/ subsidiary ledgers
* Use Vision as your first point of entry
* Develop relationship w/ PMs and make sure you listen…
* Billing – make sure all records posted, don't insert records and put time on hold if you want to see it next month
* If using outside billing format (like ECMS) generate bill in Vision first and then enter
* Understand implications of billing tools
* After billing is done, review the unbilled detail
* Extra care and reconciliation at the end of each month will pay off!

KONA – Online Project Collaboration