

US Distribution General Office Monthly Financial Reporting Automation Project

Baxter Healthcare (Allegiance)

For VP-Controller/Operations Field Sales Division, April - October 1995

*Manually prepared spreadsheets, showing region ytd and monthly figures (**Variance to Plan based on Earnings Statement** line items), were created monthly by the Field Sales Accounting Corporate Office to be distributed to the Corporate Vice President and Regional Managers. Several interns spent two days each month assembling and entering the required data.*

We were engaged to automate the production of these reports.

Resources included Baxter online systems - GLM-Earnings Statement Structure, P&L Area Information System (AIS) Regional Structure, AIS Cost Center Change System, and Information Technology System/Server Access.

The following abstracts include:

- *Project procedural narrative*
- *Query and run logistics*
- *Sample source documents*
- *Sample final spreadsheets*

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Project Staging and Logistics

All the required financial data is available to be queried from the accounting database and automatically downloaded to prepared spreadsheets at any time by simply identifying and verifying the correct source and structure.

Implementation Steps

- Review format of manually prepared spreadsheets and their source documents: Current Month and YTD Earnings Statements from D010-201,20290, Structure 20, as shown below:

CORP-010 RPT-ID: D010-20291		BAXTER DISTRIBUTION				DIST CODE: AAAAAA		PAGE 1			
GLO60-REPORT WRITER:		CURRENT YEAR-TO-DATE EARNINGS STATEMENT				AS OF 05/31/95		RUN DATE 06/09/95			
LOC- RRRRRR		RRRRRR TOTAL REGIONAL W/LS				RRRRRR TOTAL REGIONAL W/LS		RUN TIME 023145			
**NOTE: "CR" INDICATES CREDIT BALANCE								RPT PER 05			
CENTER											
DESCRIPTION	ACTUAL		PLAN		VARIANCE		FINAL CLOSE		YTD EARNINGS STATEMENT		
	AMOUNT	% NS	AMOUNT	% NS	AMOUNT	% NS	AMOUNT	% NS	AMOUNT	% NS	
GROSS SALES	2274155758CR	105.3	2188566371CR	100.9	85589387	3.9	2120320647CR	101.9	153835111	7.3	127.5
RETURNS	67551006	(3.1)	19145813	(.9)	(48405193)	(252.8)	33469271	(1.6)	(34081755)	(101.8)	(28.2)
ADJ & ALLOWANCES	3371555	(.2)	1574723	(.1)	(2296832)	(145.9)	2487776	(.1)	(1385779)	(55.6)	(1.1)
CASH/QUAN DISC	8892325	(.4)	4834865	(.2)	(4057460)	(85.9)	8021441	(.4)	(870884)	(10.9)	(.7)
NET SALES	2195840872CR	99.7	2163010970CR	99.7	30829902	1.4	2076362159CR	99.8	117498713	5.7	97.4
SERVICE FEES	7662690CR	.3	5747302CR	.3	1914888	33.3	4502906CR	.2	3159784	70.2	2.6
NET SALES W/FEES	2201503562CR	100.0	2168758772CR	100.0	32744790	1.5	2080845065CR	100.0	120658497	5.8	100.0
COST OF GOODS	1719070629	(78.1)	1579117723	(72.8)	(139952906)	(8.9)	1517959673	(72.9)	(201130956)	(13.3)	(166.7)
GUARANTEED GP	129515601CR	5.9	15639269CR	.7	113876332	728.1	44700127CR	2.1	84815474	189.7	70.3
FREIGHT IN	5001CR		30552		35555	116.4	8062542	(.4)	8067543	100.1	6.7
STD COST	1589550027	(72.2)	1563509906	(72.1)	(26041021)	(1.7)	1481302088	(71.2)	(108247939)	(7.3)	(89.7)
STD GP W/SERVICE FEE	611953535CR	27.8	605249766CR	27.9	6703769	1.1	599542977CR	28.8	12410558	2.1	10.3
STD GP ON PROD	604290845CR	27.4	599501964CR	27.6	4788881	.8	595040071CR	28.6	9250774	1.6	7.7
BCP ASSEMBLE CHARGE	3307053CR	.2	3720841CR	.2	(413788)	(11.1)	4128432CR	.2	(821379)	(19.9)	(.7)
STD TO STD	3085622CR	.1	1908122CR	.1	1177500	61.7	3569327CR	.2	(483705)	(13.6)	(.4)
STD TO ACTUAL	20026716CR	.9	14681349CR	.7	5345367	36.4	12890492CR	.6	7136224	55.4	5.9
O.C.O.S.	10579180	(.5)	8206466	(.4)	(2372714)	(28.9)	10407325	(.5)	(171855)	(1.7)	(.1)
TOTAL OTHER COST	15840211CR	.7	12103846CR	.6	3736365	30.9	10180926CR	.5	5659285	55.6	4.7
SEKV FEES COST	1852311	(.1)	1328518	(.1)	(503793)	(37.9)	1456965	(.1)	(375346)	(25.8)	(.3)
O.C. W/ SERV FEES	14007900CR	.6	10775328CR	.5	3232572	30.0	8723961CR	.4	5233939	60.6	4.4
GROSS PROFIT	625961435CR	28.4	616025094CR	28.4	9936341	1.6	608266938CR	29.2	17694497	2.9	14.7
SELLING EXPENSE	46627206	(2.1)	46646719	(2.2)	379513	.8	44220266	(2.1)	(2046940)	(4.6)	(1.7)
DISTRIBUTION	63649181	(2.9)	60050831	(2.8)	(3598350)	(6.0)	59470955	(2.9)	(4178226)	(7.0)	(3.5)
TRANSPORTATION	46680954	(2.1)	41874767	(1.9)	(4806187)	(11.5)	45995144	(2.2)	(687810)	(1.5)	(.6)
TRANS CHRG TO CUST	10473675CR	.5	10620042CR	.5	(146367)	(1.4)	10215960CR	.5	257715	2.5	.2
TR CHARGES	9213578	(.4)	10697775	(.5)	1484197	13.9	11757438	(.6)	2543860	21.6	2.1
BAD DEBT	1072660		1262337	(.1)	209677	16.4	2689853	(.1)	1617173	60.1	1.5
ALL OTHER G & A	44367516	(2.0)	40690202	(1.9)	(3677314)	(9.0)	39937849	(1.9)	(4429667)	(11.1)	(3.7)
TOTAL G & A	54653754	(2.5)	52670314	(2.4)	(1983440)	(3.8)	54385120	(2.6)	(268634)	(.5)	(.2)
TOTAL OP EXP	200777420	(9.1)	190622589	(8.8)	(10154831)	(5.3)	193853525	(9.3)	(6923895)	(3.6)	(5.7)
OPER EARNINGS	425184015CR	19.3	425402505CR	19.6	(218490)	(.1)	414413413CR	19.9	10770602	2.6	8.9
TOTAL OTHER INC/EXP	1422555CR	.1	1193853CR	.1	228702	19.2	1235015CR	.1	187540	15.2	.2
PRETAX EARNINGS	426606570CR	19.4	426596358CR	19.7	10212		415648428CR	20.0	10958142	2.6	9.1
TOTAL NON-DIV SUNDRY											
NET EARNINGS/LOSS	426606570CR	19.4	426596358CR	19.7	10212		415648428CR	20.0	10958142	2.6	9.1

NET SALES W/ FEES	2201503562CR	100.0	2168758772CR	100.0	32744790	1.5	2080845065CR	100.0	120658497	5.8	100.0
PS STD GP	32372841CR	14.7	326085370CR	15.0	(2276579)	(.7)	742386354CR	35.7	(418657513)	(56.4)	(347.6)
PS GP	33736741CR	15.3	336780698CR	15.5	956043	.3	751110315CR	36.1	(413375574)	(55.0)	(347.6)
PS PRETAX EARNINGS	138381876CR	6.3	147351962CR	6.8	(8970036)	(6.1)	548491805CR	26.8	(420109929)	(75.2)	(348.2)

- 2 Identify Cost Centers, their account numbers, owners and AIS rollup codes. Assist in verification and, if necessary, request system changes so that the correct rollup occurs in AIS. Provide workbook consolidation for periodic cost center review mailing.

This example is an abstract of the General Office, 090,091,096 cost center designations as prepared, after verification, for the periodic cost center review:

Center	CENTER DESCRIPTION (AIS Level 1 Account Name,if any)	RESPONSIBLE MANAGER	RESPONSIBLE V.P.	AIS Rollup Acct Reporting Summary Center
0907V0	VLINK Finance	Perkins, Angie	Kiernan, Jane	ACCTNG
090910	Finance	Perkins, Angie	Kiernan, Jane	ACCTNG
090330	GO Selling Adjs	Perkins, Angie	Other	MISCEL
090350	GO Sales Rep Comp Adjs	Perkins, Angie	Other	MISCEL
0903F0	BIO National Accounts	Perkins, Angie	Other	MISCEL
090410	GO Distribution Allocations	Perkins, Angie	Other	ADJ-GO
090510	GO Trans Adj	Perkins, Angie	Other	MISCEL
090520	GO Trans Adj	Perkins, Angie	Other	MISCEL
090620	Admin. Expenses	Perkins, Angie	Other	MISCEL
090650	IS Charges	Perkins, Angie	Other	MISCEL
0907D0	V Link IS Dir.	Perkins, Angie	Other	MISCEL
0907T0	GO-Software - ASAP	Perkins, Angie	Other	MISCEL
090380	Health Systems	Salzer, Sally	Salzer, Sally	NATACT
0903P0	Health Systems	Salzer, Sally	Salzer, Sally	NATACT
090230	Drug Del Rep.	Good, Mike	Sobeck, Dan	DSTIN
090260	Load Tending	Houghton, Tim	Sobeck, Dan	DSTIN
039670	Supplier Integration Sys (DSTTOP)	Child, Kara	Sobeck, Dan	OPERTN
090630	Bldg N (rent A/B) (DSTTOP-no screen)	Child, Kara	Sobeck, Dan	OPERTN
090631	Bldg Amherst (OPSERV)	Child, Kara	Sobeck, Dan	OPERTN
0906F0	Old Acct (DSTTOP-no screen)	Child, Kara	Sobeck, Dan	OPERTN
0906K0	Office Ops.(OPSERV)	Kelver, Laurie	Sobeck, Dan	OPERTN
090820	Housekpg. (DSTTOP-no screen)	Child, Kara	Sobeck, Dan	OPERTN
090830	Mailroom (DSTTOP-no screen)	Child, Kara	Sobeck, Dan	OPERTN
090840	Copy Cntr.(DSTTOP-no screen)	Child, Kara	Sobeck, Dan	OPERTN
090850	Cafeteria (DSTTOP-no screen)	Child, Kara	Sobeck, Dan	OPERTN
096200	Inbound GO	Houghton, Tim	Sobeck, Dan	DSTIN
096210	Compass	Houghton, Tim	Sobeck, Dan	DSTIN
096410	Distribution R&D	Linden, Larry	Sobeck, Dan	DSTOUT
096430	Operations Support	Vogg, Katie	Sobeck, Dan	DSTOUT
096450	Distribution Systems (DSTSYS)	Housner, Randy	Sobeck, Dan	DSTOUT
096460	Distribution Systems (DSTSYS)	Housner, Randy	Sobeck, Dan	DSTOUT
096470	Distribution Finance	Perkins, Angie	Sobeck, Dan	DSTOUT
096480	Logistics Analysis	Henning, Ken	Sobeck, Dan	DSTOUT
096490	Distribution VP	Sobeck, Dan	Sobeck, Dan	DSTOUT
096520	Transportation (TRANSM)	Houghton, Tim	Sobeck, Dan	DSTOUT
096550	PMB Trans Shuttle (TRANSM)	Houghton, Tim	Sobeck, Dan	DSTOUT
096590	Trans Consulting (TRANSM)	Houghton, Tim	Sobeck, Dan	DSTOUT
090670	Inv. Purchasing	Wedemyer, Tim	Wedemyer, Tim	VP-IPC
0906I0	Master Merch.	Wedemyer, Tim	Wedemyer, Tim	VP-IPC
0907M0	V Link Staff Ops.	Wedemyer, Tim	Wedemyer, Tim	VP-IPC
0907W0	V Link Inv Ctrl.	Wedemyer, Tim	Wedemyer, Tim	VP-IPC
0907Z0	V Link Customer Services	Wedemyer, Tim	Wedemyer, Tim	VP-IPC
0907Z1	V Link Staff Operations	Wedemyer, Tim	Wedemyer, Tim	VP-IPC
096250	Fleet Mgr.	McWhorter, Phil	Wedemyer, Tim	VP-IPC
0906Z0	President	Zollars, Bob	Zollars, Bob	HSPRES
0907K0	Operating Sys (OTHGGG)	Bruebeck,H / Petersen,D	Zollars, Bob	PRESDT

- 3 Prepare newly formatted spreadsheets based on defined cost centers and verify the tie between the Earnings Statement and AIS (after day 6 to include the profit split numbers).

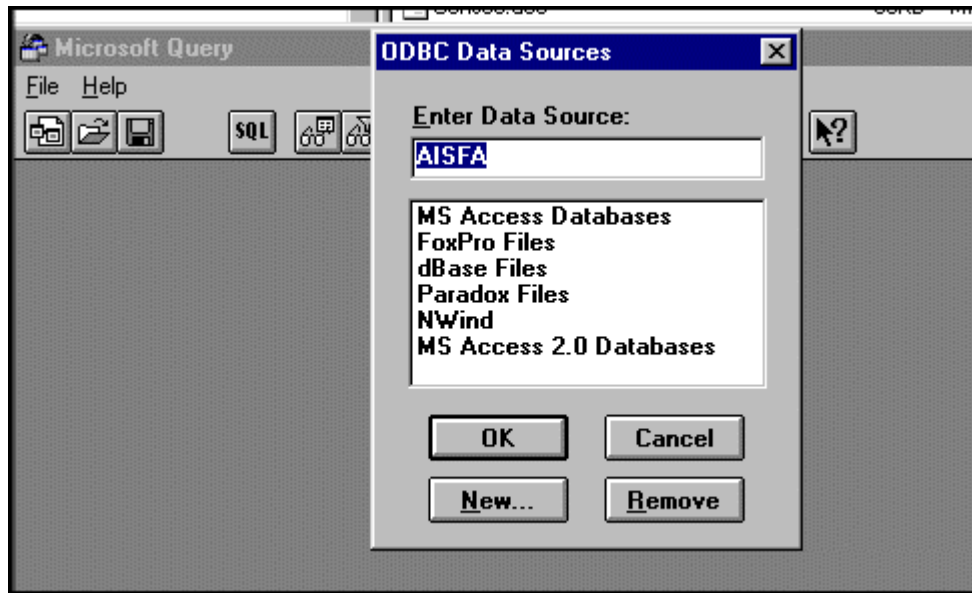
CORP-010 RPT-ID: D010-20291		BANTER DISTRIBUTION				DIST CODE: AAAAAA		PAGE 1	
01060-REPORT WRITER:		CURRENT YEAR-TO-DATE EARNINGS STATEMENT				AS OF 05/31/95		RUN DATE 06/09/95	
LOC- RRRRXX		AS OF 05/31/95				RPT PER 05		TIME 023145	
***NOTE: "CR" INDICATES CREDIT BALANCE		FINAL CLOSE				91 YTD EARNINGS STATEH		PRIOR YEAR	
CENTER RRRRXX TOTAL USD REG W/O LS		ACTUAL		PLAN		AMOUNT		VARIANCE	
DESCRIPTION	AMOUNT	% NS	AMOUNT	% NS	VARIANCE	% VAR	AMOUNT	% NS	VARIANCE
GROSS SALES	2063725456CR	103.2	1978894396CR	101.0	84831060	4.3	1931892593CR	101.8	131832863
RETURNS	59947358	(3.0)	19145813	(1.0)	(40801545)	(215.1)	28337297	(1.5)	(32610061)
ADJ & ALLOWANCES	3645709	(.2)	1574723	(.1)	(2070986)	(131.5)	2097692	(.1)	(1548017)
CASH/DUAN DISC	8331542	(.4)	6854665	(.2)	(3496677)	(72.5)	7707708	(.4)	(623834)
NET SALES	1991800847CR	99.6	1953338995CR	99.7	38461852	2.0	1893749896CR	99.8	98050951
SERVICE FEES	7662690CR	.4	5747802CR	.3	1914888	35.3	4502906CR	.2	5159784
NET SALES W/FEES	1999463537CR	100.0	1959086797CR	100.0	40376740	2.1	1898252802CR	100.0	101210735
COST OF GOODS	1571962913	(78.6)	1435641406	(73.3)	(136321507)	(9.5)	1389757734	(73.2)	(182205179)
GUARANTEED GP	123447710CR	6.2	15639269CR	.8	107808441	689.5	39370235CR	2.1	84077475
FREIGHT IN	5465CR		30552		36017	117.9	8056812	(.4)	8062277
STD COST	1448509738	(72.4)	1420032689	(72.5)	(28477049)	(2.0)	1358444311	(71.6)	(90065427)
STD GP W/SERVICE FEE	550953799CR	27.6	539054108CR	27.5	11899691	2.2	539808491CR	28.4	11145308
STD GP ON PROD	543291109CR	27.2	53306306CR	27.2	9984803	1.9	535305585CR	28.2	7985524
BCP ASSEMBLE CHARGE	3307053CR	.2	3720841CR	.2	(413788)	(11.1)	4128452CR	.2	(821379)
STD TO STD	3085623CR	.2	1908122CR	.1	117591	61.7	3569327CR	.2	(483704)
STD TO ACTUAL	20888239CR	1.0	14681349CR	.7	3406890	36.8	12890492CR	.7	7197747
O.C.S.	10336722	(.5)	8206466	(.4)	(2130256)	(26.0)	10279090	(.5)	(57632)
TOTAL OTHER COST	16144193CR	.8	12103846CR	.6	4040347	35.4	10309161CR	.5	5855032
SERV FEES COST	1832311	(.1)	1328518	(.1)	(503793)	(37.9)	1456965	(.1)	(375346)
O.C. W/ SERV FEES	14511882CR	.7	10775328CR	.6	3536554	32.8	8852194CR	.5	5495686
GROSS PROFIT	565265681CR	28.3	549829436CR	28.1	15436245	2.8	548660687CR	28.9	16604994
SELLING EXPENSE	35203547	(1.8)	35633979	(1.8)	430632	1.2	34079086	(1.8)	(1124461)
DISTRIBUTION	57967891	(2.9)	54676009	(2.8)	(3291882)	(6.0)	54046283	(2.8)	(3921608)
TRANSPORTATION	42115008	(2.1)	37173826	(1.9)	(4941182)	(13.3)	41389955	(2.2)	(725053)
TRANS CHR TO CUST	7154153CR	.4	7709979CR	.4	(55526)	(7.2)	7068712CR	.4	85441
IR CHARGES	9212546	(.5)	10697775	(.5)	1485229	15.9	11757453	(.6)	2544907
BAD DEBT	982795		991556	(.1)	8761	.9	2344026	(.1)	1361231
ALL OTHER G & A	38317792	(1.9)	34701483	(1.8)	(3616309)	(10.4)	34194404	(1.8)	(4125188)
TOTAL G & A	48513133	(2.4)	46390814	(2.4)	(2122319)	(4.6)	48296083	(2.5)	(2170501)
TOTAL OP EXP	176645426	(8.8)	166164649	(8.5)	(10480777)	(6.3)	170742693	(9.0)	(5902733)
OPER EARNINGS	388620255CR	19.4	383664787CR	19.6	4955468	1.3	377917994CR	19.9	10702261
TOTAL OTHER INC/EXP	1258315CR	.1	1193853CR	.1	44462	3.7	1136320CR	.1	101995
PRETAX EARNINGS	389858570CR	19.5	384858640CR	19.6	4999930	1.3	379054314CR	20.0	10804256
TOTAL NON-DIV SUNDRY	389858570CR	19.5	384858640CR	19.6	4999930	1.3	379054314CR	20.0	10804256
NET EARNINGS/LOSS	389858570CR	19.5	384858640CR	19.6	4999930	1.3	379054314CR	20.0	10804256
NET SALES W/ FEES	1999463537CR	100.0	1959086797CR	100.0	40376740	2.1	1898252802CR	100.0	101210735
PS STD GP	262729105CR	13.1	259809712CR	13.3	291393	1.1	687656584CR	36.2	(424927679)
PS GP	277040987CR	13.9	270585040CR	13.8	6455947	2.4	696508780CR	36.7	(419467793)
PS PRETAX EARNINGS	101635876CR	5.1	105614244CR	5.4	(3980368)	(3.8)	526902407CR	27.8	(425268531)

28-Jun-95

AIS
RR RXX - TOTAL USD REG W/O LS PROFIT AND LOSS
AS OF 05/31/95

	CY Var	CY Var
	Monthly	YTD
	May	May
	All Days	All Days
O.C. W/ SERV FEE	31,744	3,536,550
GROSS PROFIT	3,389,862	15,436,243
SELLING EXPENSE	277,321	430,431
DISTRIBUTION	-1,388,690	-3,291,882
TRANSPORTATION	-1,122,445	-4,941,181
TRANS CHR TO CUST	-321,368	-555,825
IR CHARGES	225,206	1,485,231
BAD DEBT	438,944	8,762
ALL OTHER G & A	-1,553,329	-3,616,308
TOTAL G & A	-889,179	-2,122,315
TOTAL OP EXP	-3,444,361	-10,480,772
OPER EARNINGS	-54,499	4,955,471
TOTAL OTHER INC/EXP	-16,834	44,463
PS STD GP	1,848,311	2,919,395
PS GP	1,880,055	6,455,945
PS PRETAX EARNINGS	-1,581,140	-3,980,364

- 4 Configure the client/server field sales system to utilize Microsoft Query to access the Building G Server where the AIS database resides.



- 5 Ensure data can be brought into final Excel spreadsheets by identifying the database name (DFN002A), appropriate tables (TE142FNA, TE145FNA), report (46396) and by including proper field query components - line descriptions, accounts, center codes.

The following table shows the necessary designations for required line items:

			MA. MRRG - MID AMERICA REGION PROFIT AND LOSS AS OF 04/30/95	
Line Items	Excel Spreadsheets Line #	AIS Database Record #	CY Var Monthly Apr All Days	CY Var YTD Apr All Days
GROSS SALES			1,227,621	7,233,231
RETURNS			-1,553,440	-4,376,907
ADJ & ALLOWANCES			-59,410	-252,263
CASH/QUAN DISC			-185,277	-472,908
NET SALES			-570,506	2,131,153
SERVICE FEES			-14,498	60,944
NET SALES W FEES			-585,004	2,192,097
COST OF GOODS			-2,082,248	-12,587,359
GUARANTEED GP			1,918,132	9,833,719
FREIGHT IN			0	0
STD COST			-164,116	-2,753,640
STD GP W SERVICE FEES			-749,120	-561,543
STD GP ON PROD			-734,622	-622,487
BCP MFG VARIANCE			-9,887	-34,293
STD TO STD			-15,629	112,445
STD TO ACTUAL			-204,715	-47,969
O.C.O.S.			-48,069	-295,115
TOTAL OTHER COST			-278,300	-264,932
SERV FEES COST			874	-39,842
O.C. W SERV FEE (Total OCOS)	8	1435	-277,426	-304,774
GROSS PROFIT			-1,026,546	-866,317
SELLING EXPENSE	10	2200	-23,404	7,543
DISTRIBUTION	11	2240	-42,733	-518,622
TRANSPORTATION	12	2300	-59,852	-388,228
TRANS CHRG TO CUST	13	2315	19,824	103,592
IR CHARGES	14	2330	19,303	102,805
BAD DEBT	15	2340	97,772	21,879
ALL OTHER G & A	16	2360	-54,739	-209,812
TOTAL G & A	17	2363	-43,829	-880,843
TOTAL OP EXP	18	2400	62,336	-85,128
OPER EARNINGS	19	2420	-1,070,375	-1,747,160
TOTAL OTHER INC (Sundry)	20	2600	-110,037	-138,595
PRETAX EARNINGS (2605)			-1,180,412	-1,885,755
NET EARNINGS/ LOSS (2680)			-1,180,412	-1,885,755
NET SALES W FEES	5	2750	-585,004	2,192,097
STD COST (Net Sales - Std GP)	Use Macro			
PS STD GP	7	2750	-490,659	-931,931
PS GP	9	2770	-768,085	-398,705
PS PRETAX EARNINGS	21	2870	-921,951	-1,418,143

6 Manually enter July #'s AIS cost center data into prepared spreadsheets as test starting point.

7 Prepare spreadsheets into which data will flow, using regmoytd. xls as template.

Region	Line	Cur Mo	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	YTD	
7RRRXX	O.C. W/ SERV FEE	1435 46396	(15)	(22)	(28)	(85)	(121)	(48)	(15)	0	0	0	0	0	(319)	
7RRRXX	SELLING EXPENSE	2200 46396	(309)	191	(94)	(9)	68	(206)	(309)	1974	2389	2078	2284	2078	1977	(360)
7RRRXX	DISTRIBUTION	2240 46396	(77)	(26)	(31)	(61)	(123)	(66)	(77)	1079	1072	1078	1073	1077	1080	(384)
7RRRXX	TRANSPORTATION	2300 46396	(386)	(24)	(57)	(89)	40	264	(386)	913	962	926	950	925	914	(251)
7RRRXX	TRANS CHRGR TO CUST	2315 46396	71	39	72	95	75	129	71	(522)	(631)	(549)	(604)	(549)	(522)	481
7RRRXX	IR CHARGES	2330 46396	(0)	0	0	0	0	(1)	(0)	0	0	0	0	0	0	(1)
7RRRXX	BAD DEBT	2340 46396	59	(31)	54	62	54	62	59	57	62	57	59	59	56	260
7RRRXX	ALL OTHER G & A	2360 46396	(18)	(10)	(36)	4	2	(21)	(18)	1184	1231	1184	1207	1207	1184	(79)
7RRRXX	TOTAL G & A	2365 46396	41	(41)	17	66	56	40	41	1240	1293	1241	1266	1266	1240	180
7RRRXX	TOTAL OP EXP	2400 46396	(660)	140	(93)	2	116	161	(660)	4684	5084	4774	4970	4797	4688	(334)
7RRRXX	OPER EARNINGS	2420 46396	(1137)	(2075)	(840)	(272)	(1493)	(494)	(1137)	(7182)	(9274)	(7719)	(8761)	(7696)	(7194)	(6310)
7RRRXX	TOTAL OTHER INC/EXP	2600 46396	36	25	27	34	57	42	36	0	0	0	0	0	0	220
7RRRXX	NET SALES W/ FEES	2750 46396	245	(5628)	(605)	(383)	(1122)	106	245	(37585)	(45479)	(39571)	(43493)	(39571)	(37635)	(7387)
7RRRXX	PS STD GP	2770 46396	(461)	(2193)	(718)	(189)	(1489)	(607)	(461)	(11866)	(14358)	(12493)	(13731)	(12493)	(11882)	(5657)
7RRRXX	PS GP	2790 46396	(476)	(2215)	(747)	(273)	(1610)	(655)	(476)	(11866)	(14358)	(12493)	(13731)	(12493)	(11882)	(5976)
7RRRXX	PS PRETAX EARNINGS	2810 46396	(1101)	(2051)	(813)	(238)	(1437)	(452)	(1101)	(7182)	(9274)	(7719)	(8761)	(7696)	(7194)	(6091)
EASTRG	O.C. W/ SERV FEE	1435 46396	272	(164)	60	794	(111)	450	272	(250)	(251)	(251)	(251)	(251)	(251)	1301
EASTRG	SELLING EXPENSE	2200 46396	64	31	128	24	21	11	64	748	778	751	766	764	754	279
EASTRG	DISTRIBUTION	2240 46396	(198)	44	(33)	(271)	(193)	(267)	(198)	1938	1938	1940	1938	1938	1940	(919)
EASTRG	TRANSPORTATION	2300 46396	(192)	(272)	(346)	(486)	(222)	(417)	(192)	898	897	895	897	902	903	(1936)
EASTRG	TRANS CHRGR TO CUST	2315 46396	(71)	(35)	(19)	(20)	(38)	(31)	(71)	(200)	(200)	(200)	(200)	(200)	(200)	(213)
EASTRG	IR CHARGES	2330 46396	(22)	57	(10)	36	25	20	(22)	219	219	219	219	219	219	106
EASTRG	BAD DEBT	2340 46396	54	(141)	18	152	(202)	174	54	0	0	0	0	0	0	54
EASTRG	ALL OTHER G & A	2360 46396	(247)	(126)	(310)	(163)	(242)	(342)	(247)	930	935	932	933	932	931	(1430)
EASTRG	TOTAL G & A	2365 46396	(215)	(210)	(303)	24	(419)	(148)	(215)	1149	1154	1151	1152	1151	1150	(1270)
EASTRG	TOTAL OP EXP	2400 46396	(612)	(443)	(573)	(729)	(851)	(852)	(612)	4534	4567	4538	4554	4554	4547	(4060)
EASTRG	OPER EARNINGS	2420 46396	244	936	(1659)	1876	(2522)	1875	244	(11030)	(10998)	(11045)	(11011)	(11010)	(11035)	750
EASTRG	TOTAL OTHER INC/EXP	2600 46396	(80)	(129)	49	15	154	39	(80)	(27)	(27)	(27)	(27)	(27)	(27)	48
EASTRG	NET SALES W/ FEES	2750 46396	5516	1173	(4747)	5620	(5262)	5933	5516	(56741)	(56741)	(56810)	(56741)	(56741)	(56810)	8233
EASTRG	PS STD GP	2770 46396	(275)	124	(1016)	610	(1522)	945	(275)	(7020)	(7020)	(7028)	(7020)	(7020)	(7028)	(1134)
EASTRG	PS GP	2790 46396	(3)	(40)	(956)	1405	(1633)	1395	(3)	(7270)	(7271)	(7279)	(7271)	(7270)	(7279)	167
EASTRG	PS PRETAX EARNINGS	2810 46396	(695)	(612)	(1481)	690	(2330)	582	(695)	(2764)	(2731)	(2769)	(2744)	(2744)	(2759)	(3845)
MAMRRG	O.C. W/ SERV FEE	1435 46396	239	(179)	425	(267)	(272)	398	239	(138)	(138)	(138)	(138)	(138)	(138)	344
MAMRRG	SELLING EXPENSE	2200 46396	25	(35)	38	27	(23)	15	25	475	527	485	517	506	507	48
MAMRRG	DISTRIBUTION	2240 46396	(152)	(126)	(110)	(240)	(43)	(80)	(152)	685	734	698	717	714	745	(750)
MAMRRG	TRANSPORTATION	2300 46396	(35)	(121)	(65)	(143)	(60)	(76)	(35)	539	577	549	564	560	590	(500)
MAMRRG	TRANS CHRGR TO CUST	2315 46396	11	23	18	42	20	(27)	11	(95)	(101)	(96)	(99)	(98)	(103)	87
MAMRRG	IR CHARGES	2330 46396	(18)	58	(10)	35	19	18	(18)	172	188	177	183	185	186	102
MAMRRG	BAD DEBT	2340 46396	54	21	(40)	(57)	98	(66)	54	24	26	24	25	25	25	9
MAMRRG	ALL OTHER G & A	2360 46396	(24)	(50)	(27)	(78)	(55)	(116)	(24)	455	499	467	483	487	488	(350)
MAMRRG	TOTAL G & A	2365 46396	12	29	(77)	(99)	62	(165)	12	651	713	668	691	697	699	(238)
MAMRRG	TOTAL OP EXP	2400 46396	(139)	(230)	(195)	(412)	(44)	(333)	(139)	2256	2449	2304	2389	2379	2438	(1352)
MAMRRG	OPER EARNINGS	2420 46396	(424)	287	44	(1002)	(1065)	(343)	(424)	(6418)	(7186)	(6858)	(7358)	(6972)	(7739)	(2502)

- 8 Prepare final spreadsheets with "=sheet!col/row" specification from data spreadsheets and enter required special formulas where applicable. Use regytd and regmo as templates.

In this example, Line B6 gets its data from the data spreadsheet, Line R30.

	A	B	C	D	E
1					
2		EASTRG	MAMRRG	MONTRG	MWSTRG
3		EAST	MID AMERICA	MOUNTAIN	MIDWEST
4					
5					
6	Sales w/ Fees	8233	2680	(1977)	31136
7	Std Cost	9368	2910	(1024)	27957
8					
9	Std GP	(1134)	(230)	(953)	3179
10	Total OCOS Inc/(Exp)	1301	344	(1202)	3662
11	Act GP	167	113	(2154)	6841
12					
13	Selling Exp	279	48	356	(82)

- 9 Prepare queries to download data to data spreadsheets, using reg.qry as template.

```

SELECT TEI42FNA.CTR_CD 'Regions', TEI45FNA.LINE_DESC 'Line',
TEI45FNA.LINE_NUM, TEI45FNA.RPT_ID,
TEI42FNA.ACTL_LINE_JUN_CY-TEI42FNA.PLAN_LINE_JUN_CY 'Current MO',
TEI42FNA.ACTL_LINE_JAN_CY-TEI42FNA.PLAN_LINE_JAN_CY 'Jan',
TEI42FNA.ACTL_LINE_FEB_CY-TEI42FNA.PLAN_LINE_FEB_CY 'Feb',
TEI42FNA.ACTL_LINE_MAR_CY-TEI42FNA.PLAN_LINE_MAR_CY 'Mar',
TEI42FNA.ACTL_LINE_APR_CY-TEI42FNA.PLAN_LINE_APR_CY 'Apr',
TEI42FNA.ACTL_LINE_MAY_CY-TEI42FNA.PLAN_LINE_MAY_CY 'May',
TEI42FNA.ACTL_LINE_JUN_CY-TEI42FNA.PLAN_LINE_JUN_CY 'Jun',
TEI42FNA.ACTL_LINE_JUL_CY-TEI42FNA.PLAN_LINE_JUL_CY 'July',
TEI42FNA.ACTL_LINE_AUG_CY-TEI42FNA.PLAN_LINE_AUG_CY 'Aug',
TEI42FNA.ACTL_LINE_SEP_CY-TEI42FNA.PLAN_LINE_SEP_CY 'Sept',
TEI42FNA.ACTL_LINE_OCT_CY-TEI42FNA.PLAN_LINE_OCT_CY 'Oct',
TEI42FNA.ACTL_LINE_NOV_CY-TEI42FNA.PLAN_LINE_NOV_CY 'Nov',
TEI42FNA.ACTL_LINE_DEC_CY-TEI42FNA.PLAN_LINE_DEC_CY 'Dec'
FROM DFN0002A.dbo.TEI42FNA TEI42FNA, DFN0002A.dbo.TEI45FNA TEI45FNA
WHERE TEI45FNA.CORP_CD = TEI42FNA.CORP_CD AND TEI45FNA.LINE_NUM =
TEI42FNA.LINE_NUM AND TEI45FNA.RPT_ID = TEI42FNA.RPT_ID AND
((TEI42FNA.CTR_CD In
('7RRRXX', 'EASTRG', 'MAMRRG', 'MONTRG', 'MWSTRG', 'NENGRG', 'PACFRG', 'P
SPS
XX', 'RRRRRR', 'RRRRXX', 'SATLRG', 'SESTRG', 'SWSTRG')) AND
(TEI45FNA.LINE_NUM In
(1435,2200,2240,2300,2315,2330,2340,2360,2365,2400,2420,2600,2750,
277
0,2790,2810)) AND (TEI45FNA.RPT_ID='46396'))
ORDER BY TEI42FNA.CTR_CD, TEI45FNA.LINE_NUM

```

- 10 The original developer of the Earnings Statement Report did not anticipate our particular need to show all line results regardless of whether there are dollars in the cost center. If some centers typically have no expense for a particular line, it is left out completely rather than being included with an 0 entry. This means that we have had to write VB code to provide the inclusion of the line if no amount exists. It is included in the module that runs the data capture. Sample code follows:

'THIS MODULE NAMED REGYEAR, OPENS REGION QUERY WORKSHEET AND CALLS THE PROCEDURES
'WHICH UPDATE THE FINAL SHEET FOR YEAR TO DATE.

```

Sub Regyr()
Worksheets("REGMOYTD").Activate
Set center = Worksheets("REGMOYTD").Range(Cells(2, 1), Cells(220, 1))
center.Select
nengytd 'NENGRG COL B
eastytd 'EASTRG COL C
satlrg 'SATLRG COL D
sestytd 'SESTRG COL E
mwstytd 'MWSTRG COL F
swstytd 'SWSTRG COL H
ytdntytd 'YTDNTRG COL I
pacfytd 'PACFRG COL J
pspsytd 'PSPSXX COL K
lsrytd '7RRRXX COL N
rrxytd 'RRRRXX COL R
rrrytd 'RRRRRR COL S
End Sub

```

'PROCEDURES FOLLOW THAT UPDATE THE REGION YTD FINAL SPREADSHEET

```
Sub eastytd()
Set center = Worksheets("REGMOYTD").Range(Cells(2, 1), Cells(220, 1))
Set c10 = Worksheets("regytd").Range("C10")
Set c13 = Worksheets("regytd").Range("C13")
Set c14 = Worksheets("regytd").Range("C14")
Set c15 = Worksheets("regytd").Range("C15")
Set c16 = Worksheets("regytd").Range("C16")
Set c17 = Worksheets("regytd").Range("C17")
Set c18 = Worksheets("regytd").Range("C18")
Set c19 = Worksheets("regytd").Range("C19")
Set c20 = Worksheets("regytd").Range("C20")
Set c21 = Worksheets("regytd").Range("C21")
Set c23 = Worksheets("regytd").Range("C23")
Set c24 = Worksheets("regytd").Range("C24")
Set c6 = Worksheets("regytd").Range("C6")
Set c9 = Worksheets("regytd").Range("C9")
Set c11 = Worksheets("regytd").Range("C11")
Set c26 = Worksheets("regytd").Range("C26")
center.Select
  For Each cell In Selection
    If Cell.Value = "EASTRG" And Cell.Offset(0, 2).Value = 1435 Then c10.Value = Cell.Offset(0, 17).Value
    If Cell.Value = "EASTRG" And Cell.Offset(0, 2).Value = 2200 Then c13.Value = Cell.Offset(0, 17).Value
    If Cell.Value = "EASTRG" And Cell.Offset(0, 2).Value = 2240 Then c14.Value = Cell.Offset(0, 17).Value
    If Cell.Value = "EASTRG" And Cell.Offset(0, 2).Value = 2300 Then c15.Value = Cell.Offset(0, 17).Value
    If Cell.Value = "EASTRG" And Cell.Offset(0, 2).Value = 2315 Then c16.Value = Cell.Offset(0, 17).Value
    If Cell.Value = "EASTRG" And Cell.Offset(0, 2).Value = 2330 Then c17.Value = Cell.Offset(0, 17).Value
    If Cell.Value = "EASTRG" And Cell.Offset(0, 2).Value = 2340 Then c18.Value = Cell.Offset(0, 17).Value
    If Cell.Value = "EASTRG" And Cell.Offset(0, 2).Value = 2360 Then c19.Value = Cell.Offset(0, 17).Value
    If Cell.Value = "EASTRG" And Cell.Offset(0, 2).Value = 2365 Then c20.Value = Cell.Offset(0, 17).Value
    If Cell.Value = "EASTRG" And Cell.Offset(0, 2).Value = 2400 Then c21.Value = Cell.Offset(0, 17).Value
    If Cell.Value = "EASTRG" And Cell.Offset(0, 2).Value = 2420 Then c23.Value = Cell.Offset(0, 17).Value
    If Cell.Value = "EASTRG" And Cell.Offset(0, 2).Value = 2600 Then c24.Value = Cell.Offset(0, 17).Value
    If Cell.Value = "EASTRG" And Cell.Offset(0, 2).Value = 2750 Then c6.Value = Cell.Offset(0, 17).Value
    If Cell.Value = "EASTRG" And Cell.Offset(0, 2).Value = 2770 Then c9.Value = Cell.Offset(0, 17).Value
    If Cell.Value = "EASTRG" And Cell.Offset(0, 2).Value = 2790 Then c11.Value = Cell.Offset(0, 17).Value
    If Cell.Value = "EASTRG" And Cell.Offset(0, 2).Value = 2810 Then c26.Value = Cell.Offset(0, 17).Value
  Next cell
  If IsEmpty(c10.Value) Then c10.Value = 0
  If IsEmpty(c13.Value) Then c13.Value = 0
  If IsEmpty(c14.Value) Then c14.Value = 0
  If IsEmpty(c15.Value) Then c15.Value = 0
  If IsEmpty(c16.Value) Then c16.Value = 0
  If IsEmpty(c17.Value) Then c17.Value = 0
  If IsEmpty(c18.Value) Then c18.Value = 0
  If IsEmpty(c19.Value) Then c19.Value = 0
  If IsEmpty(c20.Value) Then c20.Value = 0
  If IsEmpty(c21.Value) Then c21.Value = 0
  If IsEmpty(c23.Value) Then c23.Value = 0
  If IsEmpty(c24.Value) Then c24.Value = 0
  If IsEmpty(c6.Value) Then c6.Value = 0
  If IsEmpty(c9.Value) Then c9.Value = 0
  If IsEmpty(c11.Value) Then c11.Value = 0
  If IsEmpty(c26.Value) Then c26.Value = 0
End Sub
(.....Code continues for each cost center.....)
```

Total Configuration:

6 data capture spreadsheets:

sumoytd, conmoytd, nonzmoytd, regmoytd, damoytd, zolmoytd

6 queries:

sum, con, nonz, reg, damico, zollars

12 final spreadsheets, ytd and current month:

sumytd, sumcm, conytd, concm, nonznytd, nonzncm, regytd, regcm,
damytd, damcm, zolytd, zolcm

- 11 Final check - compare spreadsheet data with D010-201,20290 run after day 6, or the AIS screens for each cost center after day 6.

Access to raw AIS data through Excel can provide a review of earnings statement lines anytime a refresh is requested or a new query is written. When SAP conversion is complete, query will be able to access SAP data through Excel in the same way by identifying the server, adding the database source to the "Get External Data" dialog box and initiating the desired query.

Run-time LOGISTICS

Directions are given for first time users. *Italics indicate actions that must be taken each month.*

- Use the accounting center computer that has been configured for the ODBC transfer.
- Open the viable VARTOPLAN. xls workbook.
- Go into regmoytd.xls to observe data configuration. (The spreadsheet for Regions contains most lines (dollars in cost center) all the time so is best to look at for configuration information.)
 - 1 There are 16 line descriptions. The order of the lines for field sales accounting purposes do not match the order of the AIS (earnings statement) because profit split sales appear at the top.
 - 2 Centers come in alphabetically and need to be adjusted for required order, deletion or addition if any changes occur.
 - 3 Current Month is always Col E.
 - 4 YTD (Col R) is the sum of downloaded months to current.
Change the formula to sum the correct columns for the month required.
- Begin with the region spreadsheet to bring in data for the new month.

To write the query for the new month:

 - 1 Highlight the top left data cell under region title, select Data>Get External Data and Microsoft Query will be opened
 - 2 Select File>Open Query and open reg.gry. (written for June data)
 - 3 You will be asked for a password to open the AIS database, type EIS.
 - 4 The data comes in as written in the query

- 5 To see how it works, choose Refresh in the Get External Data dialog box. The screen will flicker and data for the June close will be displayed.

Tables from AIS appear in the top data screen with key fields joined. Below that data screen are the query criteria and at the bottom are the fields and the data.

- 6 To *change the current month*:
 - edit the SQL statement by clicking the SQL button to display the code. (See Implementation Step 9 above for code example)
 - Find the ACTL_LINE_JUN_CY - PLAN_LINE_JUN_CY and change JUN to (required month); Do this each month to bring in the new data.
 - Be sure that Auto Query (on the tool bar) is turned off and utilize the Query Now feature to write and change statements, this saves refresh time.
 - After editing the query, click outside the statement box to save it.

- 7 Use Query Now to see new data imported.

It is necessary to *reverse "+/-" on the data capture sheets*, since raw AIS data does not reflect the "expenses" concept. Do this after data is captured by entering "-1" in any cell outside the data area, copying the cell, highlighting numeric data (except YTD column), selecting Edit > Paste > Special > Values > Multiply. The "+/" will be reversed without losing any custom number format.

- 8 Now select File, Return Data to Microsoft Excel and it will download the captured data to the data spreadsheets.

- 9 Repeat for each cost center, changing the center codes from the region codes to those appropriate for each spreadsheet. This can be done in two ways:

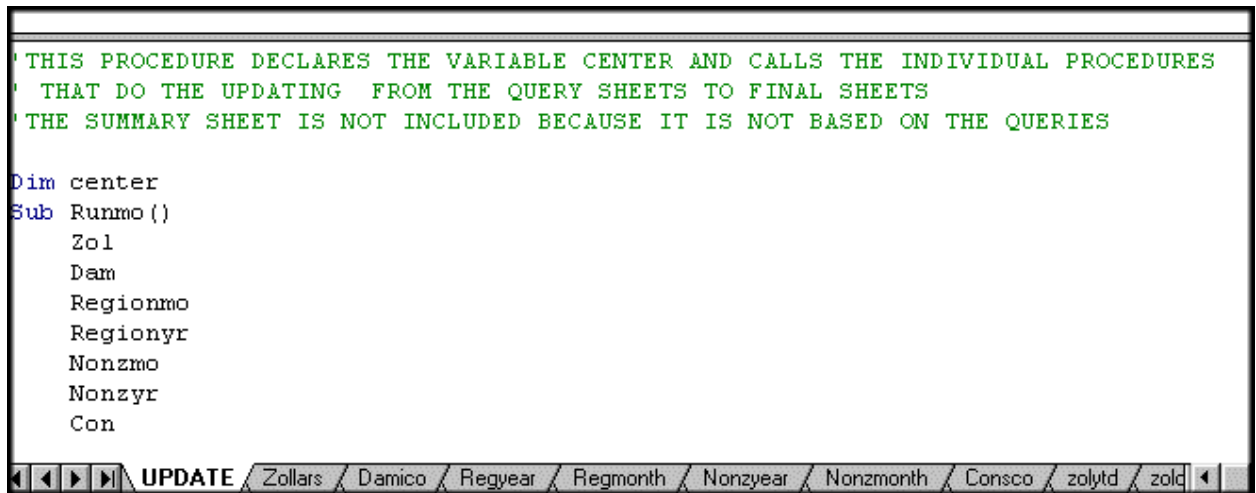
-- manually enter the proper center codes in the place of the regions directly in the SQL statement taking care to follow the proper expression format, or
-- select Criteria>Add (using the And option) then scroll to field Ctr_Cd and click Values to select the multiple cost centers required. Delete the code for the previous centers.

- 10 Select the Query Now button to see the data set.

- 11 Save the query using File>Save As> Select Qry then name the file and save it.
 - 12 Choose File>Return Data and say yes to saving the query with the data set.
 - 13 Now you have a second spreadsheet ready for refresh. Continue in this fashion until all are written.
- When all queries are updated for the new month, open VartoPln.xls and *run the update module*.

```
' THIS PROCEDURE DECLARES THE VARIABLE CENTER AND CALLS THE INDIVIDUAL PROCEDURES
' THAT DO THE UPDATING FROM THE QUERY SHEETS TO FINAL SHEETS
' THE SUMMARY SHEET IS NOT INCLUDED BECAUSE IT IS NOT BASED ON THE QUERIES

Dim center
Sub Runmo()
    Zol
    Dam
    Regionmo
    Regionyr
    Nonzmo
    Nonzyr
    Con
```



- When printing final spreadsheets, remember to go to Print>Sheet> Header and *change the month designation for each sheet before printing*.

Final Spreadsheet Examples

Twelve final spreadsheets were produced to comprise the variance to plan, profit split basis monthly reporting. These included YTD and CM (current month) for regions and specific division configurations. Summary sheets drew from these configurations not from new queries, allowing tweaking on the fly if required.

This is an example of the region year to date report that has been used as an example throughout this review:

Region Detail September 1995		FIELD SALES / USD VARIANCE TO PLAN Profit Split Basis SEPTEMBER YTD										
	NEW ENGLAND	EAST	SOUTH ATLANTIC	SOUTHEAST	MIDWEST	MID AMERICA	SOUTHWEST	MOUNTAIN	PACIFIC	TELE-SALES	TOTAL WITHOUT LS	LIFE SCIENCE
Sales w/ Fees	(2588)	(12086)	(82)	(5672)	(49712)	(3855)	(8436)	(545)	(9942)	(1103)	(84002)	5174
Std Cost	(2422)	(13808)	24	(5632)	(46902)	(4438)	(10035)	(2194)	(10897)	(845)	(87148)	(1459)
Std GP	(166)	1721	(86)	(40)	(2810)	583	1599	1849	854	(258)	3147	6633
Total OCOS Inc/(Exp)	273	(2481)	(783)	0	(4606)	(433)	(704)	1153	(1749)	19	(9332)	328
Act GP	107	(760)	(870)	(555)	(7417)	150	895	2792	(795)	(248)	(8700)	6961
Selling Exp	(88)	(359)	(190)	0	(23)	(195)	(819)	(446)	(819)	2	(3048)	677
Distrib Exp	5	1440	612	236	1391	924	780	(160)	742	(0)	5968	424
Trans Exp	(13)	2751	1089	167	731	770	540	753	(102)	18	6705	345
Trans Chg to Cust	(9)	210	(89)	378	(92)	(299)	(295)	247	(124)	(41)	(114)	(665)
IR Chgs	(85)	(80)	(91)	(124)	(268)	(39)	(54)	(194)	(26)	0	(940)	2
Bad Debt	17	883	97	317	468	348	528	511	(17)	0	3152	(379)
Other G&A	(34)	2158	305	1003	1116	582	223	213	1735	0	7303	134
Total G&A	(102)	2981	311	1198	1316	892	698	530	1692	0	9514	(242)
Total Op Exp	(217)	7023	1733	2431	3323	2091	904	924	1289	(21)	19478	538
Op Income	(1578)	2341	2527	2700	(7808)	4588	1158	1504	(1518)	(288)	3627	7499
Sundry Inc/(Exp)	(38)	(85)	(38)	225	86	(32)	(175)	(82)	(8)	(65)	(233)	(274)
Pretax	(149)	6177	825	2101	(4026)	2208	1625	3634	485	(334)	12545	7226

The next example is a current month for a specific division:

Zollars September 1995		FIELD SALES / USD VARIANCE TO PLAN Profit Split Basis SEPTEMBER CURRENT MONTH								
	Biskup/Luhr	Boone	Brubeck/Petersen	Guis	Keiser	Sobeck			Wedemyer	Zollars
						Dist-Inbound	Dist-Outbound	Operations		
Sales w/ Fees	0	0	0	0	0	0	0	0	0	0
Std Cost	0	0	0	0	0	0	0	0	0	0
Std GP	0	0	0	0	0	0	0	0	0	0
Total OCOS Inc/(Exp)	0	0	0	0	0	222	0	0	(1)	0
Act GP	0	0	0	0	0	222	0	0	(1)	0
Selling Exp	(25)	(182)	0	0	35	0	0	0	0	0
Distrib Exp	0	0	0	0	(18)	0	0	(3)	0	0
Trans Exp	0	0	0	0	0	0	0	0	0	0
Trans Chg to Cust	0	0	0	0	0	0	0	0	0	0
IR Chgs	1	(16)	(78)	11	211	0	0	(5)	43	0
Bad Debt	0	0	0	0	0	0	0	0	0	0
Other G&A	0	11	130	84	127	0	0	76	50	(19)
Total G&A	1	(6)	52	95	339	0	0	70	93	(19)
Total Op Exp	(24)	(188)	52	95	356	0	0	68	93	(19)
Op Income	(24)	(188)	52	95	356	222	0	68	93	(19)
Sundry Inc/(Exp)	0	(0)	0	0	0	(1)	0	0	0	0
Pretax	(24)	(188)	52	95	356	221	0	68	93	(19)

Total - Sobeck 289

Finally, the following example is a summary sheet for year to date:

	TOTAL		REGIONAL	TOTAL NON ZONE	PLAN ADJUSTMENT	OTHER	US TOTAL BUSINESS	CONSCO NUMBERS
	without LS	with LS						
Sales w/ Fees	(94002)	(88828)		(21208)	0	0	(110036)	0
Std Cost	(97148)	(96607)		(11825)	0	0	(110432)	0
Std GP	3147	9780		(9384)	0	0	306	0
Total OCOS Inc/(Exp)	(9847)	(9519)		(1790)	0	0	(11309)	0
Act GP	(6700)	261		(11174)	0	0	(10913)	0
Selling Exp	(2594)	(1917)		(760)	0	0	(2677)	0
Distrib Exp	5968	6392		312	0	0	6704	0
Trans Exp	6705	7050		1019	0	0	8069	0
Trans Chg to Cust	(114)	(780)		(57)	0	0	(837)	0
IR Chgs	(940)	(938)		520	0	0	(418)	0
Bad Debt	3152	2773		526	0	0	3299	0
Other G&A	7303	7437		(109)	0	0	7327	0
Total G&A	9514	9271		937	0	0	10208	0
Total Op Exp	19478	20016		1450	0	0	21467	0
Op Income	3627	11126		(9724)	0	0	1402	0
Sundry Inc/(Exp)	(233)	(507)		(615)	0	0	(1123)	0
Pretax	12545	19770		(10339)	0	0	9431	0

The operation to prepare the twelve required reports for monthly reporting now took one intern two hours. Plans were to reduce that time even further by writing code to accomplish the required monthly changes to the queries, but Baxter's division integration and ERP re-engineering efforts put this project on hold.

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