



Quarter margins — 11 of 14

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Fictional document

Fictional document — demonstration example

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Fictional document, produced for demonstration. **The three uncalculated engagements are not estimated.** An estimated margin shown beside eleven measured ones reads as a measured margin.

The eleven measurable

Engagement	Days	Expenses attached	Gross margin
Mareuil Distribution	62	Yes	51%
Kane Conseil	28	Yes	46%
Sow Industries	41	Yes	41%
Bertrand & Associés	35	Yes	38%
Halbran Groupe	54	Yes	36%
Roux Habitat	22	Yes	34%
Loiret Services	47	Yes	31%

Engagement	Days	Expenses attached	Gross margin
Mareuil Santé	19	Yes	28%
Aubel Logistique	33	Yes	24%
Verne Énergie	44	Yes	17%
Kane Distribution	26	Yes	12%

The three unmeasurable, and what each is missing

Engagement	What is missing	Direction of the error	Since
Delcourt Conseil	3 consultants not booking	Margin overstated	6 weeks
Verne Transformation	8 of 12 trips unattached	Margin overstated	The start
Aubel Réorganisation	Pre-sales not counted	Margin overstated	The start

All three errors point the same way: they make the margin look better than it is. That is the general case — what a time sheet misses is almost always time spent, never time saved.

Late bookings, by engagement

Engagement	Consultants involved	Average days late
Delcourt Conseil	3	42
Halbran Groupe	1	11
Roux Habitat	1	8
Others	0	—

The table is by engagement and not by consultant. A list of late time sheets by name gets you fast bookings; it does not get you accurate ones, and accuracy is what matters here.

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