



The Reporting Desk

The Finance Desk

RP-01 · USER GUIDE · VERSION 1.0

Client profitability analysis

Know which clients make you money.

Who it's for

Partners deciding where to spend time, and which fees to review.

In this guide

- What this tool does
- What's in the workbook
- Step by step
- Key inputs
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What this tool does

RP-01 compares each client's fee with the cost of the time spent on them, using each person's cost per hour. It works out profit and margin, grades clients A to D, and lists the least and most profitable.

What's in the workbook

Tab	What it's for
Guide	How to use the tool, in brief.
Summary	Profit, grades and lists.
Clients	Each client's fee, hours and profit.
Licence	Your licence details and terms.

Using the workbook

You'll see	What it means
White cell, blue text	Your inputs. These are the only cells you can change.
Black text	Calculated. Locked so formulas can't be overwritten by accident.
Green text	Pulled from another tab.
Teal cell	The key result on that tab.
Red text	Something needs attention: a missed deadline, a shortfall or an overdue chaser.

The worked example is already filled in, so you can see how every input should look. Replace it with your own figures; nothing else needs setting up.



Step by step

- 1 **Clients tab.** set each person's cost per hour (FE-02) and the grade thresholds.
- 2 **Each client.** enter the annual fee and the hours each person spent.
- 3 **Summary.** review the D and C clients.
- 4 **Act.** re-price (FE-03), change how the work is done, or part company.

Key inputs

Input	What to enter	Worked example
Annual fee	This year.	£4,200
Hours	By person.	SB 25.0
Cost per hour	From FE-02.	£48
Grade thresholds	Margins.	40% and 20%

Reading the results

Result	What it tells you
Profit	Fee less cost of time.
Margin	%.
Grade	A to D.
Least profitable	List.

The worked example

Figures are illustrative, to show how the tool works. They are made up.

Worked example	Result
Fees	£161,950
Cost of time	£110,174
Profit	£51,776
Margin	32%
Clients losing money	3

Tips from practice

- Look at D clients with the partner who manages them.
- Check whether the hours were really needed.
- Re-run after the fee review.



Questions

Where do hours come from?

WF-10, RP-06 or your time records.

How many clients?

150.

Should I drop D clients?

Re-price or change the work first.

Your licence

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