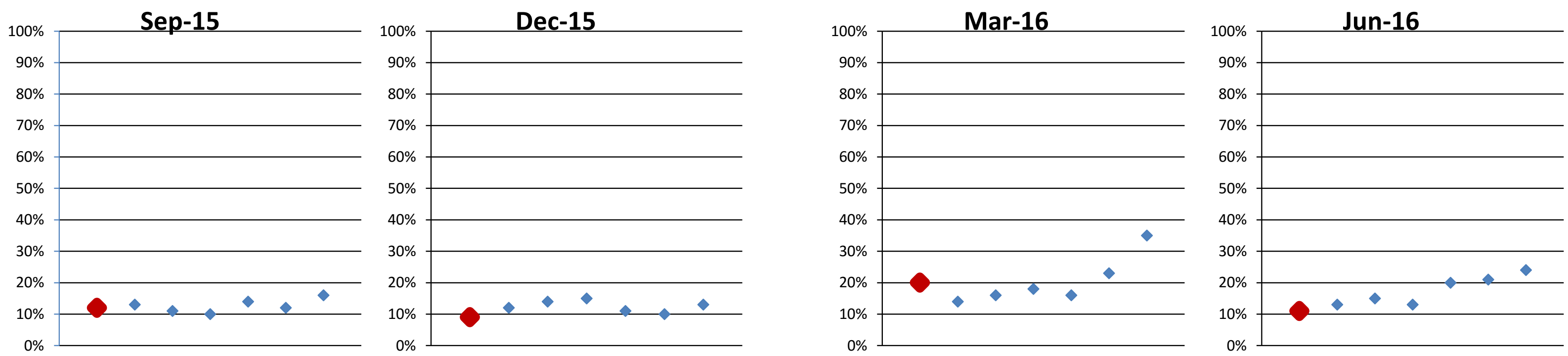
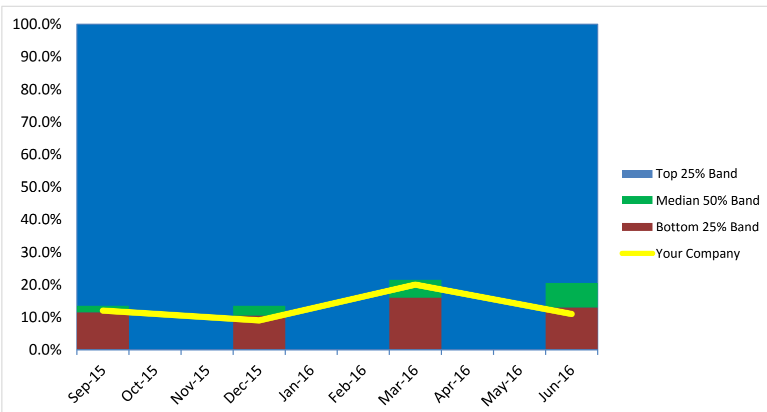
CSIA Pulse Peer Report

Utilization Based on Hours



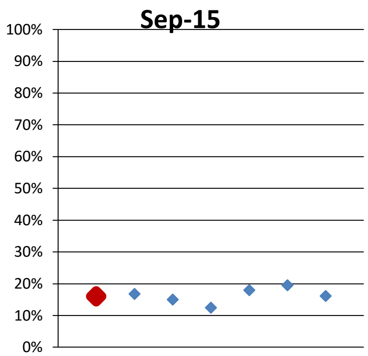


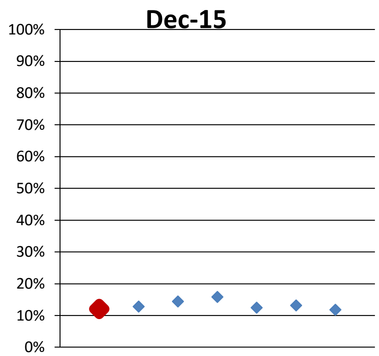
	Sep-15	Dec-15	Mar-16	Jun-16
Top Quartile	13.5%	13.5%	21.5%	20.5%
Your Company	12.0%	9.0%	20.0%	11.0%
Median	12.0%	12.0%	18.0%	15.0%
Bottum Quartile	11.5%	10.5%	16.0%	13.0%

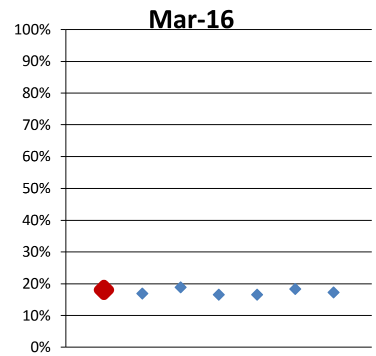
This ratio reveals not only how utilized your staff is but also the quality of that utilization. When this ratio is low (<50%) the company may have too much overhead staff, the billable staff is under-utilized or the more senior billable staff is under-utilized and the junior staff is picking up the slack. This ratio is best used in conjunction with an "hours based utilization" number to determine if the problem is the ratio of overhead-to-billable or junior to senior. This ratio can be influenced by the size of the company and if the company is staffing for growth.

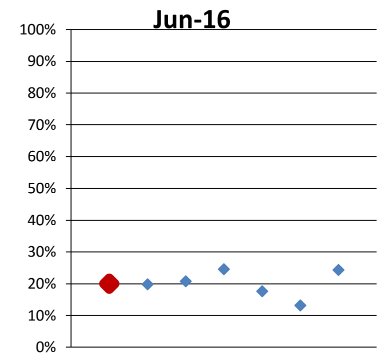
CSIA Pulse Peer Report

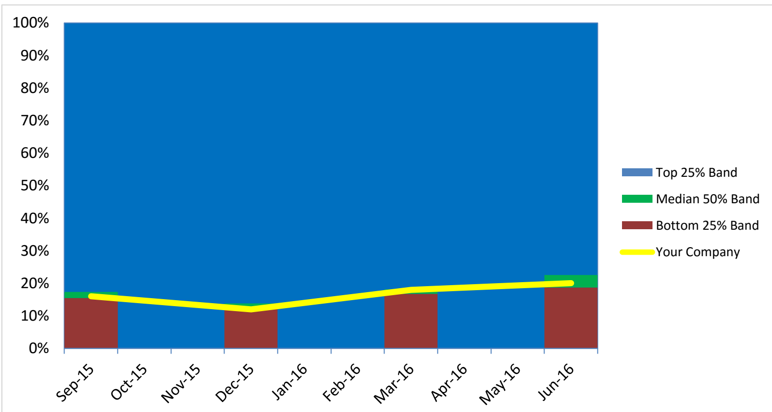
Utilization Based on $$$









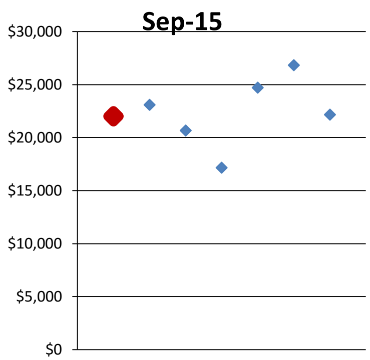


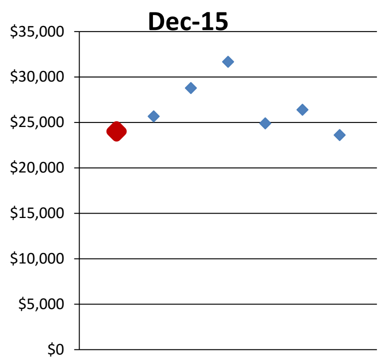
	Sep-15	Dec-15	Mar-16	Jun-16
Top Quartile	17%	14%	18%	23%
Your Company	16%	12%	18%	20%
Median	16%	13%	17%	20%
Bottum Quartile	16%	12%	17%	19%

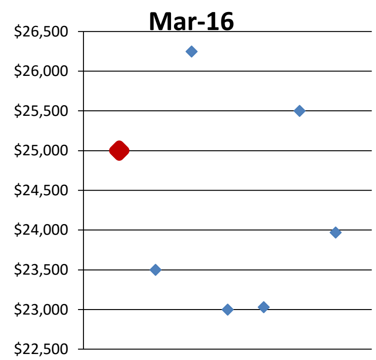
This ratio reveals not only how utilized your staff is but also the quality of that utilization. When this ratio is low (<50%) the company may have too much overhead staff, the billable staff is under-utilized or the more senior billable staff is under-utilized and the junior staff is picking up the slack. This ratio is best used in conjunction with an "hours based utilization" number to determine if the problem is the ratio of overhead-to-billable or junior to senior. This ratio can be influenced by the size of the company and if the company is staffing for growth.

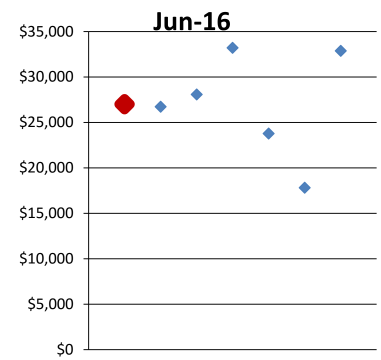
CSIA Pulse Peer Report

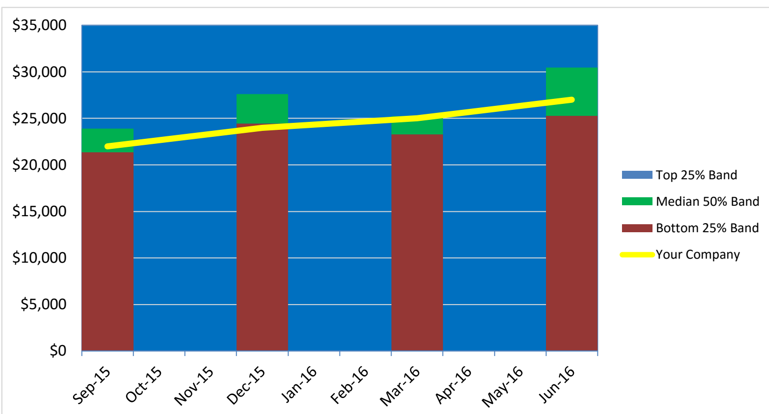
Revenue Per Billable Employee









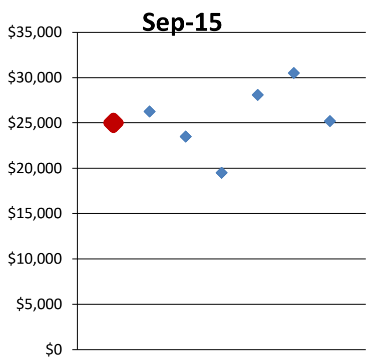


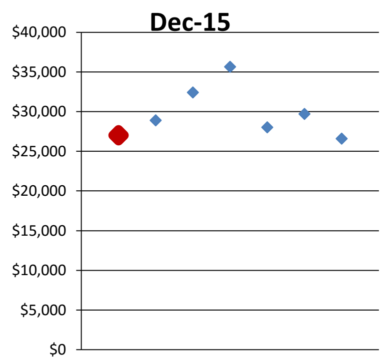
This metric measures the efficiency/productivity of your employees and should be monitored over time. The number is highly dependent on labor/material mix. For your company this metric may be higher or lower than other companies depending on the mix of work you perform.

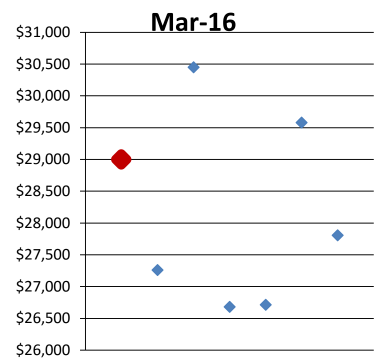
	Sep-15	Dec-15	Mar-16	Jun-16
Top Quartile	$23,909	$27,600	$25,250	$30,479
Your Company	$22,000	$24,000	$25,000	$27,000
Median	$22,176	$25,680	$23,970	$27,000
Bottum Quartile	$21,340	$24,455	$23,265	$25,260

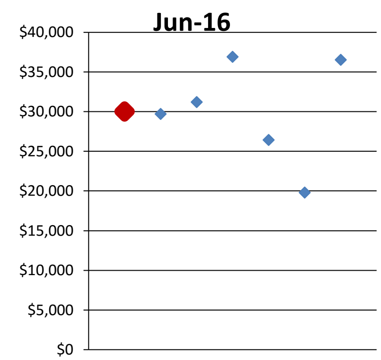
CSIA Pulse Peer Report

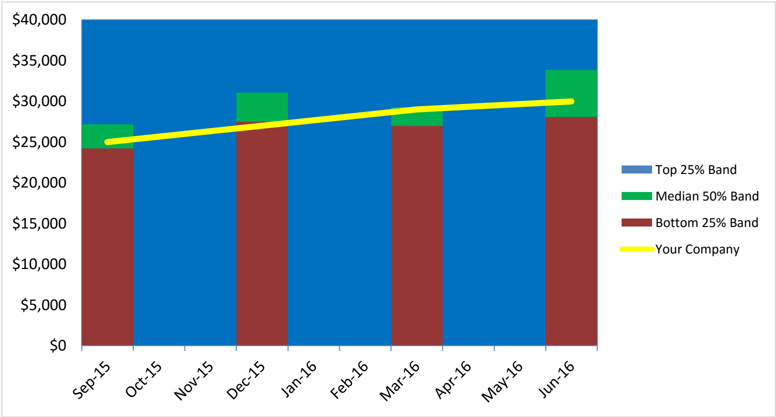
Revenue Per Employee









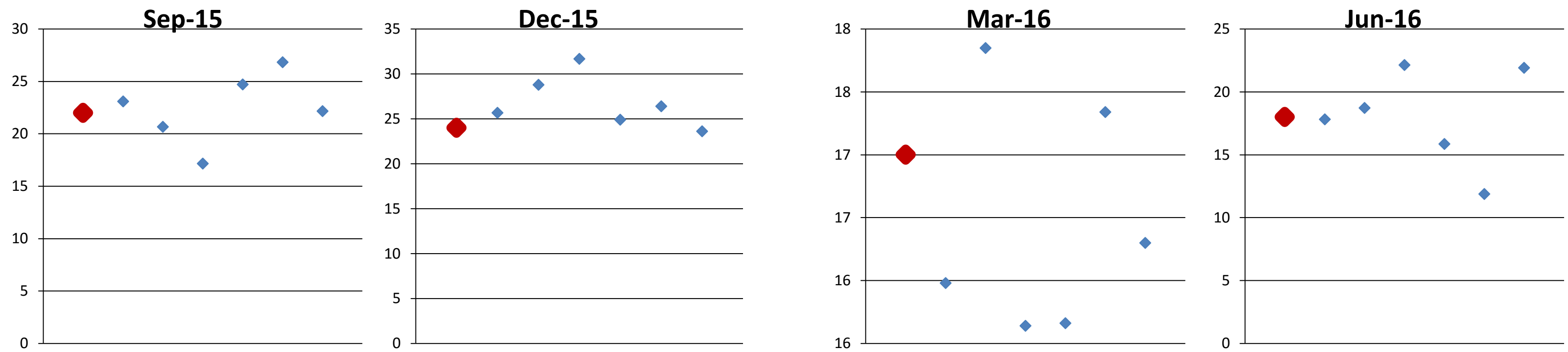


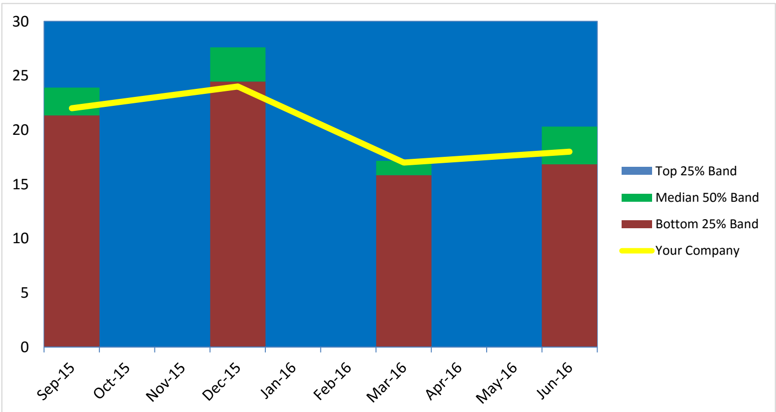
This metric measures the efficiency/productivity of your employees and should be monitored over time. The number is highly dependent on labor/material mix. For your company this metric may be higher or lower than other companies depending on the mix of work you perform.

	Sep-15	Dec-15	Mar-16	Jun-16
Top Quartile	$27,169	$31,050	$29,290	$33,866
Your Company	$25,000	$27,000	$29,000	$30,000
Median	$25,200	$28,890	$27,805	$30,000
Bottum Quartile	$24,250	$27,512	$26,987	$28,067

CSIA Pulse Peer Report

Days Cash on Hand



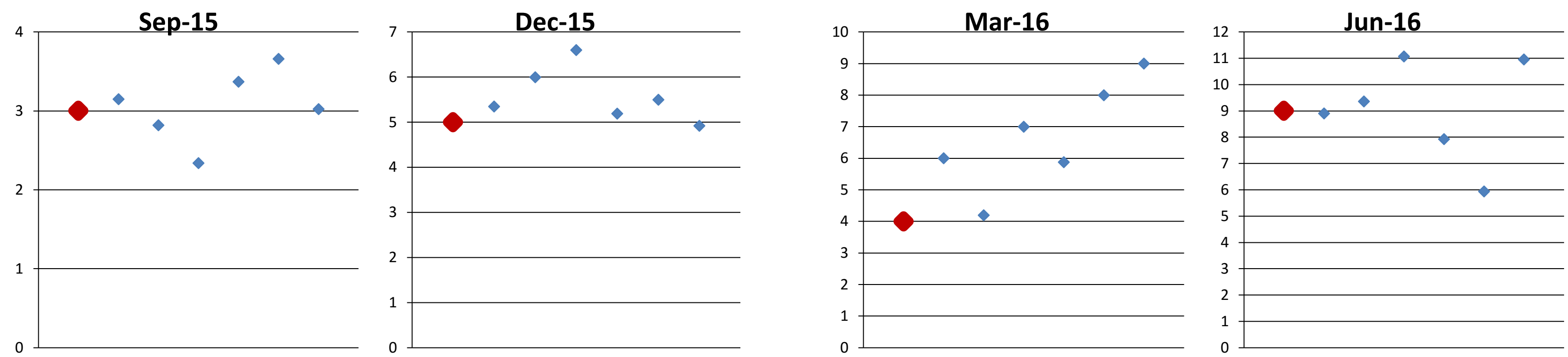


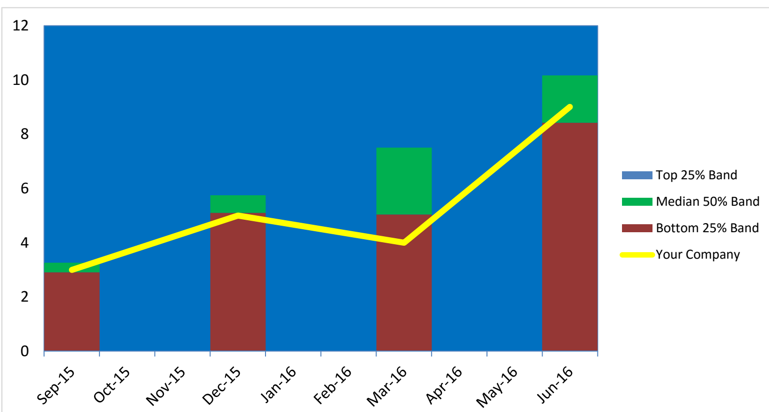
This ratio highlights the number of days your current cash position can cover your rate for spending cash. While growth is exciting, you can literally go out of business because you don't have enough cash to fund your growth (growing Accounts Receivable, Inventory, Increased labor and material costs, etc.).

	Sep-15	Dec-15	Mar-16	Jun-16
Top Quartile	24	28	17	20
Your Company	22	24	17	18
Median	22	26	16	18
Bottum Quartile	21	24	16	17

CSIA Pulse Peer Report

Labor Multiplier



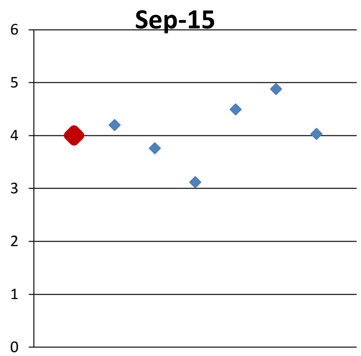


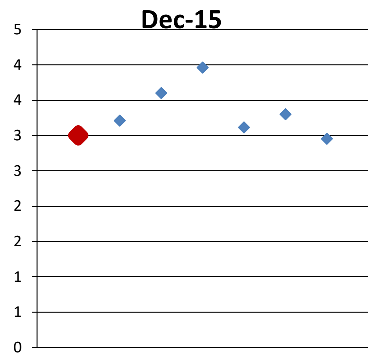
	Sep-15	Dec-15	Mar-16	Jun-16
Top Quartile	3.3	5.8	7.5	10.2
Your Company	3.0	5.0	4.0	9.0
Median	3.0	5.4	6.0	9.0
Bottum Quartile	2.9	5.1	5.0	8.4

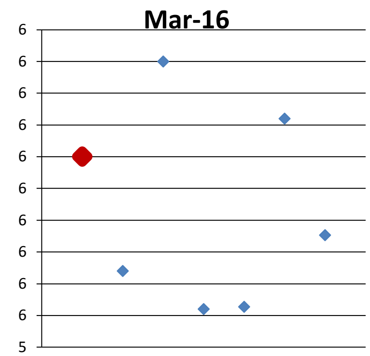
This ratio is a standard in the professional services industry with a targeted value around 3.0. It is a good measure across the company, on an individual project level and at the client level. If analyzed at the client level it helps point out those clients that the company should possibly not continue to work with. A typical range is 2.0 to 4.5 for systems integrators at the client level. If this number is trending down, the company may be under-utilizing junior staff or undercharging the customer.

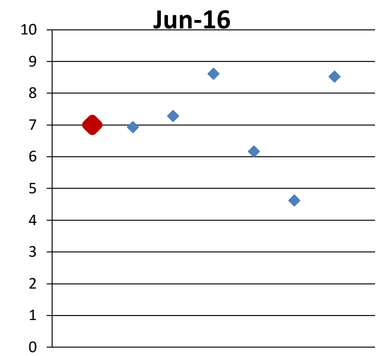
CSIA Pulse Peer Report

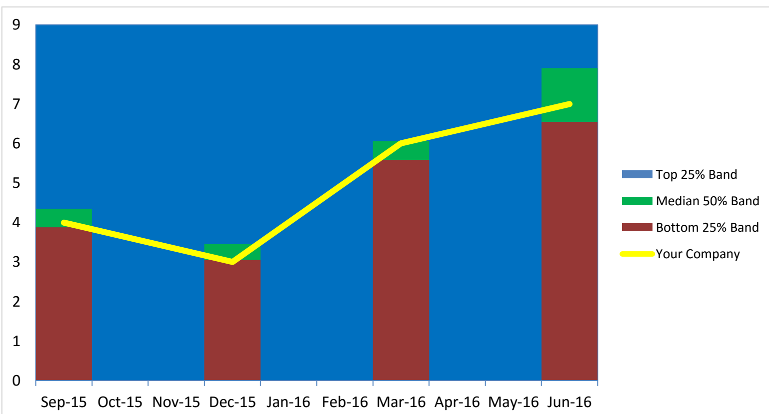
Days in Backlog









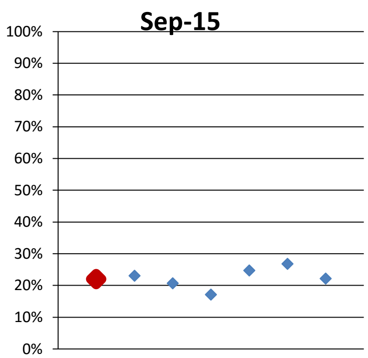


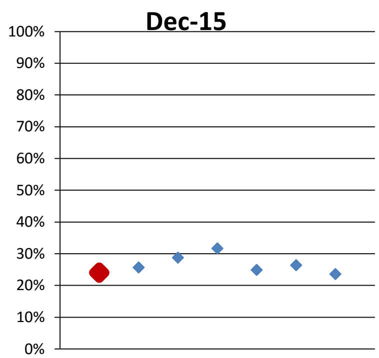
	Sep-15	Dec-15	Mar-16	Jun-16
Top Quartile	4	3	6	8
Your Company	4	3	6	7
Median	4	3	6	7
Bottum Quartile	4	3	6	7

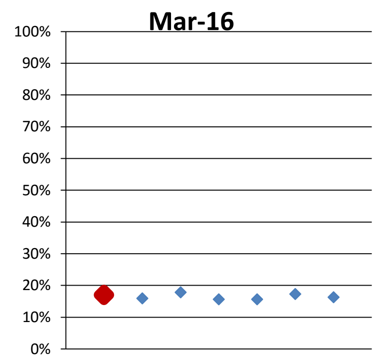
This number reveals how long the company could continue to work if no additional sales came in. It is highly dependent on the typical size of an order and the time it takes to close a deal. If typical order size is small, this number could be as low as one month. If typical order size is large, this number could be closer to six months. A number of factors can influence the relevance of this number. If the backlog consists of jobs with an abnormally large amount of material, then the number of days would be reduced. This is a good ratio to track the trend of to get a sense of the health of the company's market.

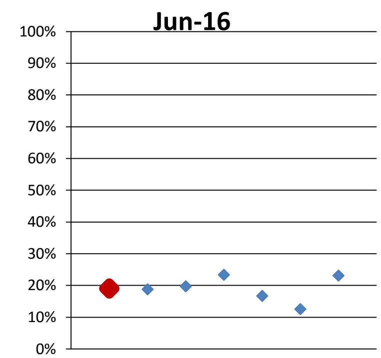
CSIA Pulse Peer Report

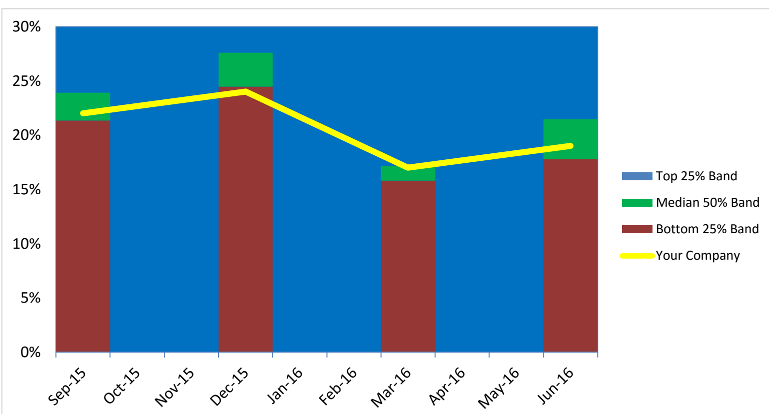
Labor/Material Mix Based on Revenue











	Sep-15	Dec-15	Mar-16	Jun-16
Top Quartile	24%	28%	17%	21%
Your Company	22%	24%	17%	19%
Median	22%	26%	16%	19%
Bottum Quartile	21%	24%	16%	18%

This metric should be tracked primarily against your own company and not as a benchmark against other firms. Unexpected changes in the trend should be investigated.

If you have a question about your company and how you account for certain items and are not sure how to answer the questions, contact the CSIA Statistics Committee at pulse@controlsys.org.

If you have technical questions about Access,