



10 KPIs

Your A/E Firm Needs To Be Tracking To Maximize Project Profitability



Steven Burns, FAIA
Chief Creative Officer: BQE

The image displays four rolled-up architectural drawings, likely for a building project. The drawings are unrolled to show various sections and elevations, featuring detailed dimensions and labels.

- Leftmost drawing (labeled 'E' in a circle):** Shows a cross-section or elevation of a building. Key dimensions include a total height of 3000, a section width of 2070, and a base width of 2970. A small section is labeled 'h-0.3'.
- Second drawing from left (labeled '4' in a circle):** Shows a cross-section or elevation. Key dimensions include a total height of 3000, a section width of 2070, and a base width of 2970. A small section is labeled 'h-0.3'.
- Third drawing from left (labeled 'A' in a circle):** Shows a cross-section or elevation. Key dimensions include a total height of 3000, a section width of 2070, and a base width of 2970. A small section is labeled 'h-0.3'.
- Rightmost drawing (labeled '3' in a circle):** Shows a cross-section or elevation. Key dimensions include a total height of 3000, a section width of 2070, and a base width of 2970. A small section is labeled 'h-0.3'.

The drawings are rendered in black lines on a white background, with dimensions and labels clearly visible. The labels 'E', '4', 'A', and '3' are circled and placed near the corresponding drawings.

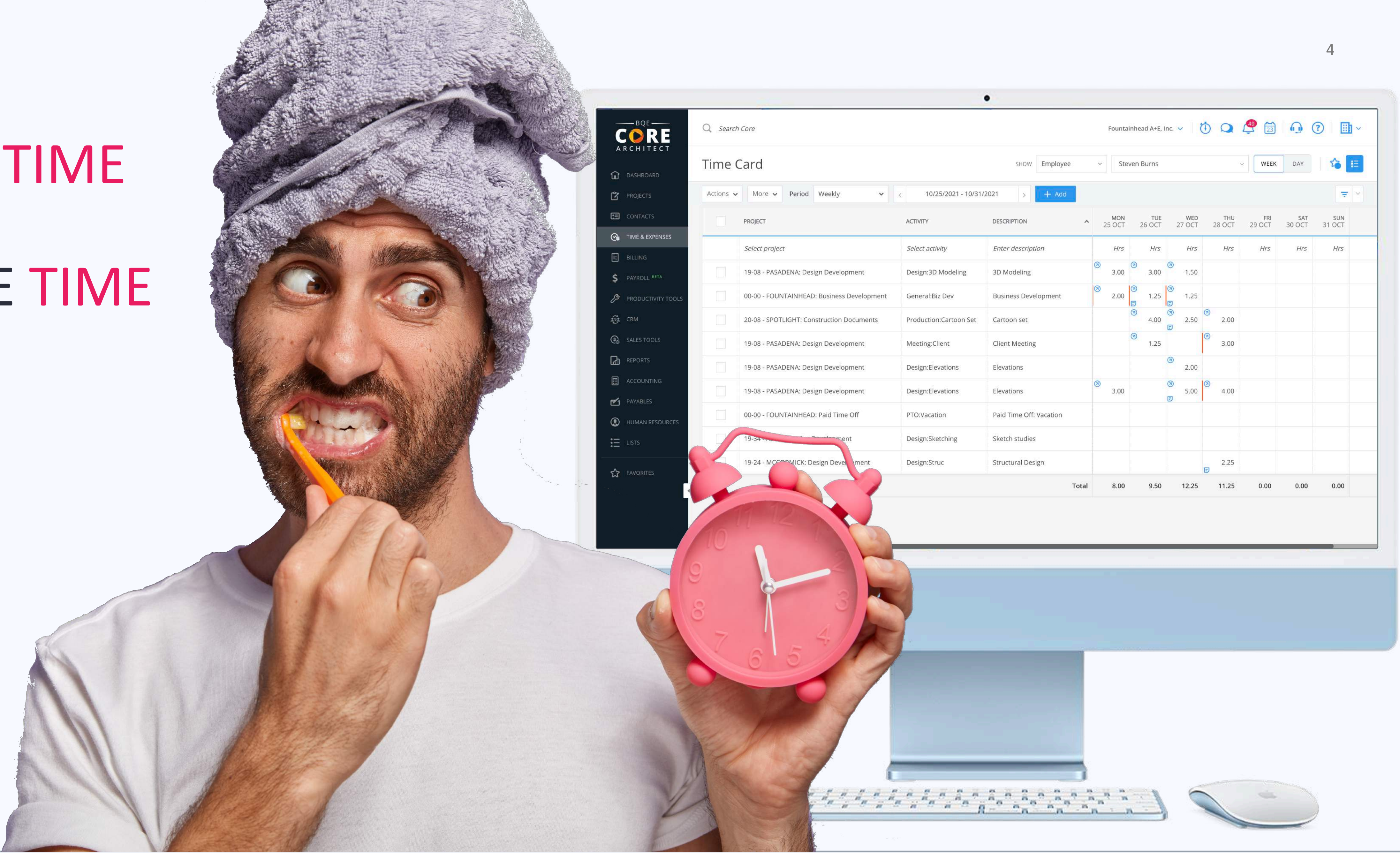
10 KPIs Your A/E Firm Needs To Be Tracking To Maximize Project Profitability



PROJECT HEALTH = FIRM HEALTH

10 KPIs Your A/E Firm Needs To Be Tracking To Maximize Project Profitability

TAKE TIME
TO
MAKE TIME



A close-up photograph of a person's legs from the knees down, standing on a silver and black digital scale. The person is barefoot. The scale is placed on a dark wooden floor. The background is a bright, out-of-focus indoor space with large windows. Three semi-transparent text boxes are overlaid on the left side of the image.

KPIs are well-defined and measurable

Measure performance over a period of time

Share performance with your team



1. UTILIZATION

Defined as the amount of an employee's available time that's used for productive, billable work, expressed as a percentage.

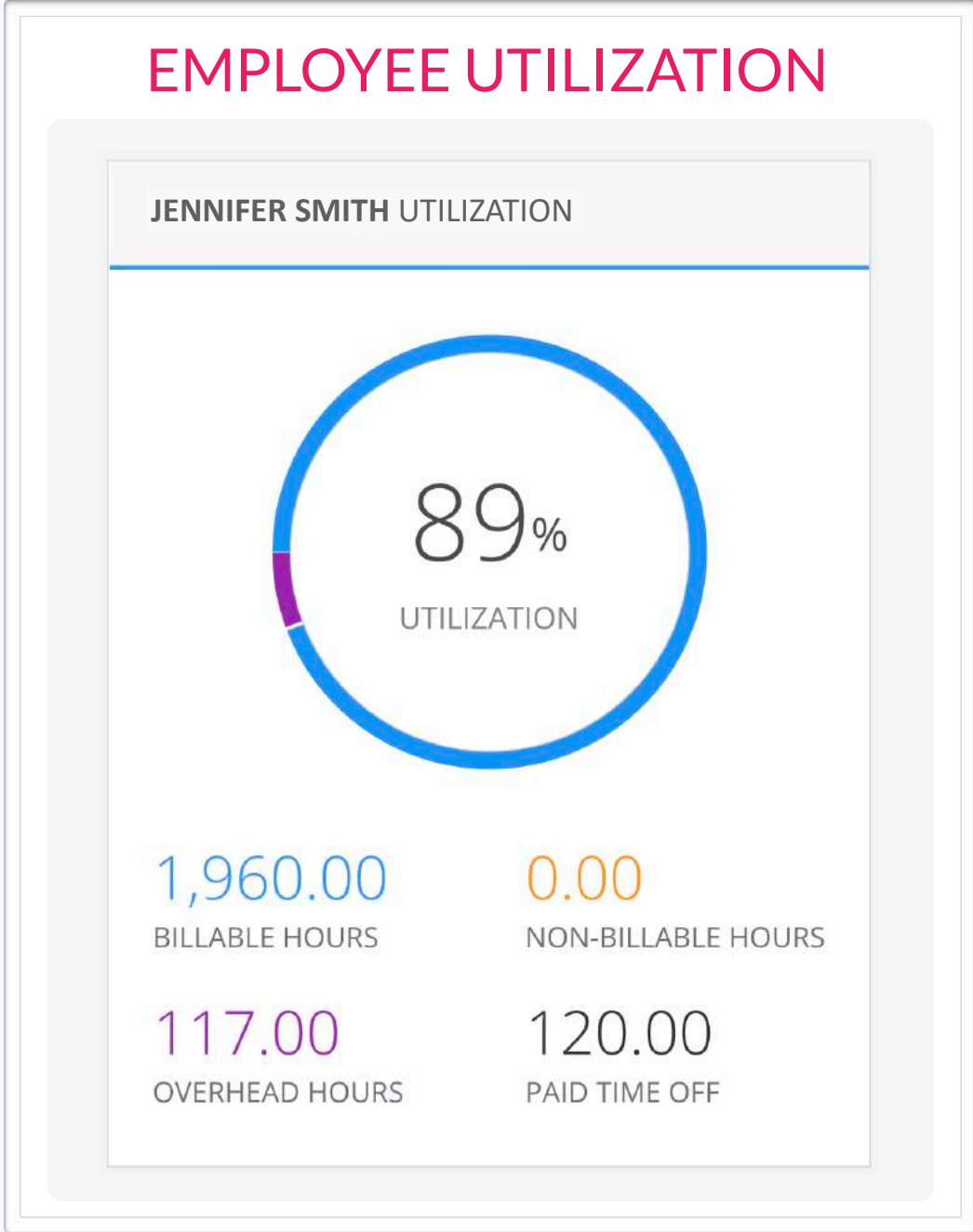
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TOTAL BILLABLE HOURS

TOTAL AVAILABLE HOURS

An employee's utilization rate is a critical metric for organizations to track. It's a measure of **billing efficiency** that helps the company understand if it's billing enough to cover its cost plus overhead.

When it comes to resource management, utilization rates help in forecasting, resource optimization, and many other essential business functions. It's a simple measurement that has powerful effects on how your business runs.



EMPLOYEE UTILIZATION								
EMPLOYEE	BILLABLE	NON-BILL	MARKETING	OVERHEAD	VACATION	SICK LEAVE	HOLIDAY	TOTAL
Jan DeMarco	2,022.25	0.00	32.00	121.25	78.75	12.50	48.00	2,314.75
Project Architect	87.4 %	0.0 %	1.4 %	5.2 %	3.4 %	0.5 %	2.1 %	
Jennifer Smith	1,959.75	0.00	24.00	92.75	56.75	12.50	50.50	2,196.25
Project Manager	89.2 %	0.0 %	1.1 %	4.2 %	2.6 %	0.6 %	2.3 %	
Sally Ryan	1,992.00	0.00	14.00	205.75	58.00	20.00	48.00	2,337.75
Project Architect	85.2 %	0.0 %	0.6 %	8.8 %	2.5 %	0.9 %	2.1 %	
Steven Burns	1,994.50	0.00	19.00	101.50	0.00	123.50	0.00	2,238.50
Principal	89.1 %	0.0 %	0.8 %	4.5 %	0.0 %	5.5 %	0.0 %	
GRAND TOTAL:	7,968.50	0.00	89.00	521.25	193.50	168.50	146.50	9,087.25
	87.7 %	0.0 %	1.0 %	5.7 %	2.1 %	1.9 %	1.6 %	



1. UTILIZATION

Defined as the amount of an employee's available time that's used for productive, billable work, expressed as a percentage.

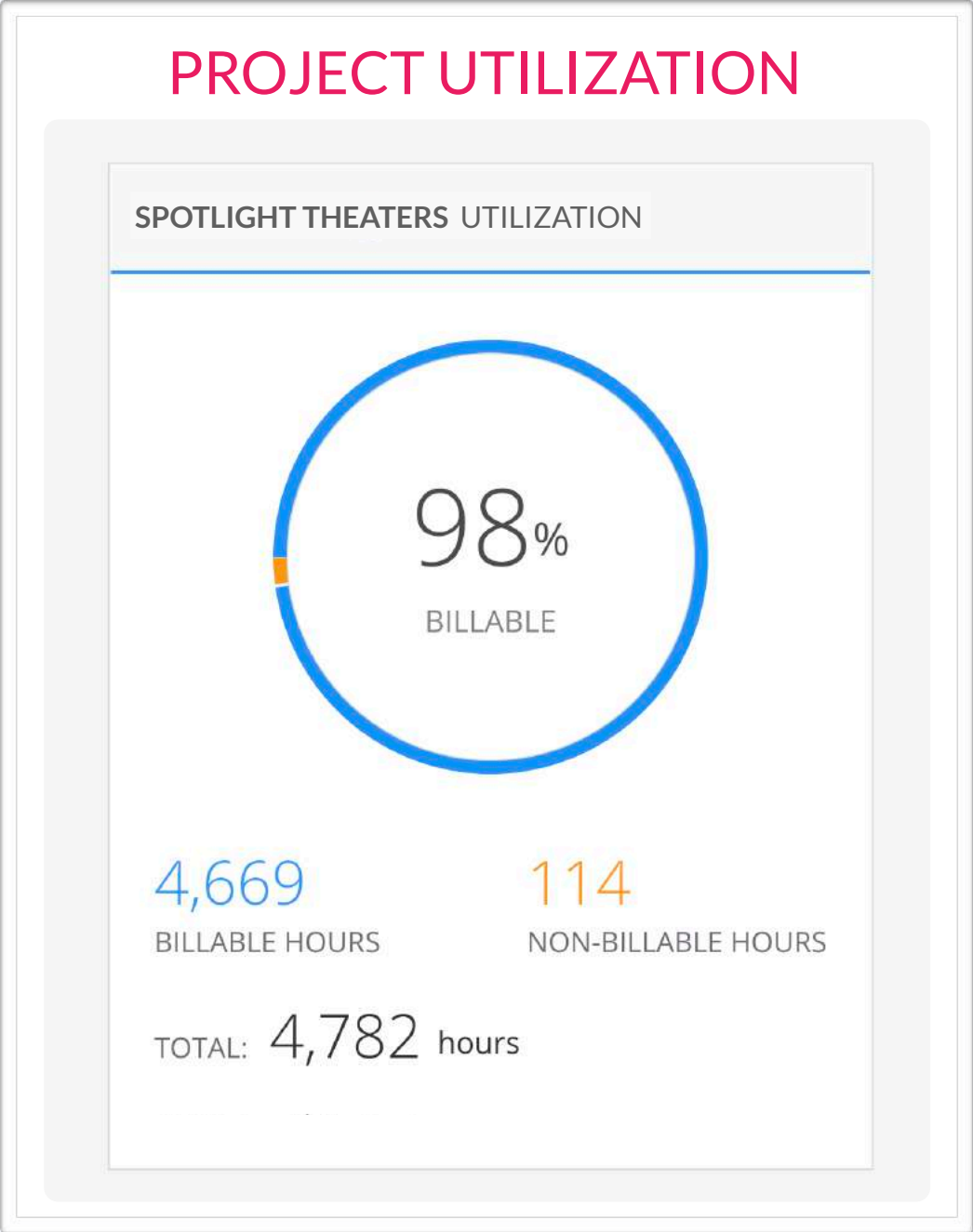
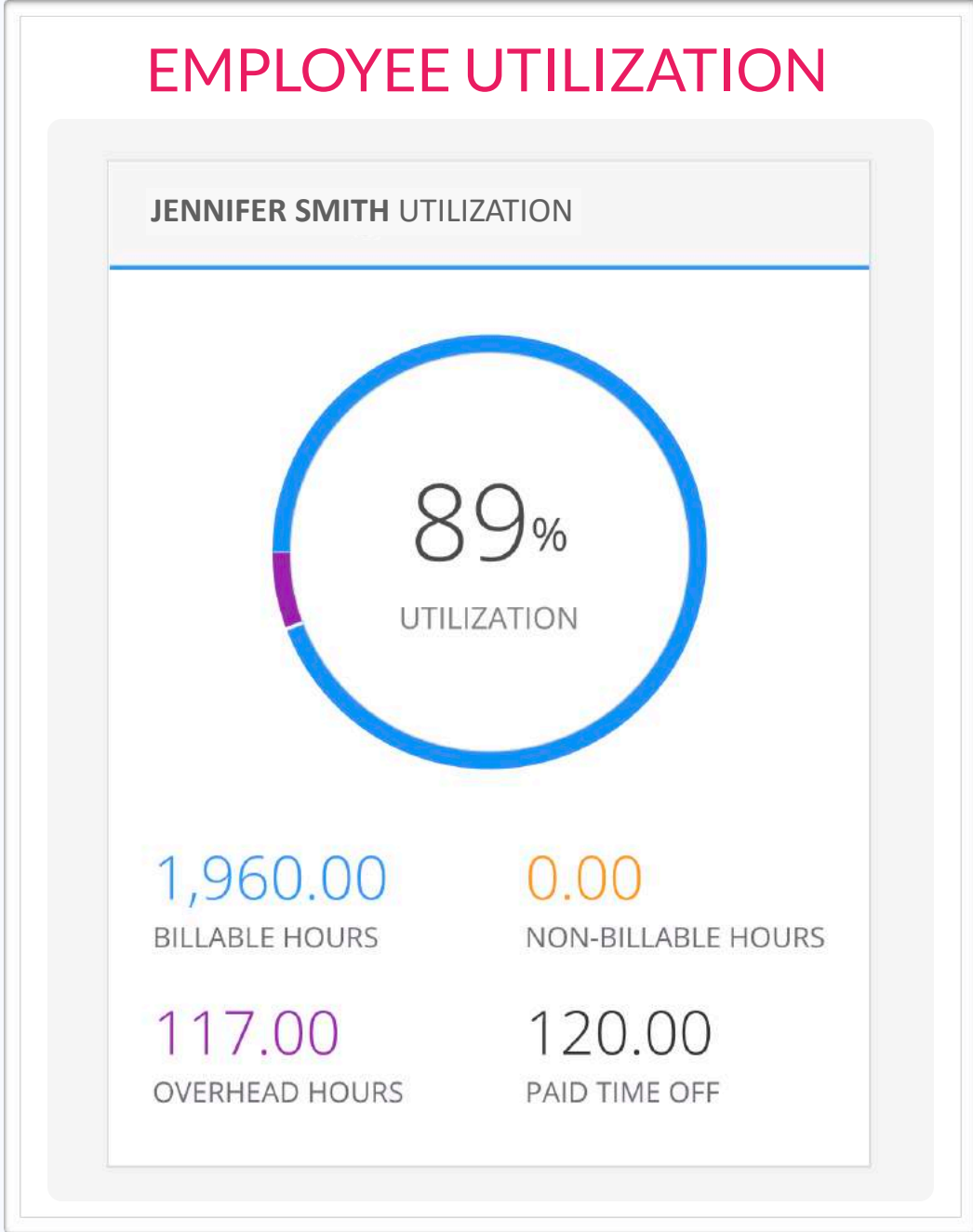
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EMPLOYEE UTILIZATION					
PROJECT	HOURS	BILLABLE	NON-BILL	% BILLABLE	% NON-BILL
Jennifer Smith, Project Manager					
00-00 - FOUNTAINHEAD A+E	236.50	0.00	236.50	0.0 %	100.0 %
19-03 - SANTA MONICA SCIENCE CENTER	264.25	264.25	0.00	100.0 %	0.0 %
19-08 - PASADENA ELEMENTARY SCHOOL	168.00	168.00	0.00	100.0 %	0.0 %
19-14 - WARNER RESIDENCE	458.25	458.25	0.00	100.0 %	0.0 %
19-34 - ASPEN CULTURAL CENTER	170.00	170.00	0.00	100.0 %	0.0 %
20-02 - LONG BEACH SPORTS	433.50	433.50	0.00	100.0 %	0.0 %
20-08 - SPOTLIGHT THEATERS	465.75	465.75	0.00	100.0 %	0.0 %
Jennifer Smith TOTAL:	2,196.25	1,959.75	236.50	89.2 %	10.8 %



2. REALIZATION

Realization is the notion that revenue can only be recognized once the services have been delivered and earned.

Unlike the Utilization Rate, the Realization Rate is described as the hourly rate earned by the utilized effort.

While it may be nice to know your employees are highly utilized, the fact remains that the efforts they are expending are not bringing you the revenue you expected. **The Realization Rate makes it extremely clear if your employees are achieving their targets.**

EMPLOYEE REALIZATION RATE								
Drill down is enabled. Invoiced records only. Billable and non-billable records included. Realization rate is time billed vs. Client hours.								
EMPLOYEE	HOURS	CLIENT HOURS	AVERAGE BILL RATE	AVERAGE WUD	TIME BILLED	REALIZATION RATE	REALIZ. VS AVG BILL RATE	%
Brian Simpson	119.50	121.00	\$125.00	0.94	\$11,624.79	\$96.07	(\$28.93)	-30.11 %
Curtis Jameson	3,096.25	3,095.50	\$100.43	1.43	\$397,444.66	\$128.39	\$27.97	21.78 %
Jan DeMarco	2,810.50	2,810.25	\$195.25	0.93	\$494,672.27	\$176.02	(\$19.22)	-10.92 %
Jason Acosta	501.75	501.00	\$106.91	0.72	\$46,339.67	\$92.49	(\$14.41)	-15.58 %
Jennifer Smith	2,529.50	2,542.50	\$167.12	0.94	\$385,555.01	\$151.64	(\$15.47)	-10.20 %
Linda Dale	2,562.00	2,562.00	\$90.38	0.94	\$215,627.24	\$84.16	(\$6.22)	-7.39 %
Richard Cohen	2,585.00	2,585.00	\$194.26	0.93	\$446,920.94	\$172.89	(\$21.37)	-12.36 %
Sally Ryan	2,515.50	2,515.50	\$105.26	0.93	\$239,512.82	\$95.21	(\$10.04)	-10.55 %
Steven Burns	3,121.00	3,410.50	\$183.94	1.05	\$708,226.76	\$207.66	\$23.72	11.42 %



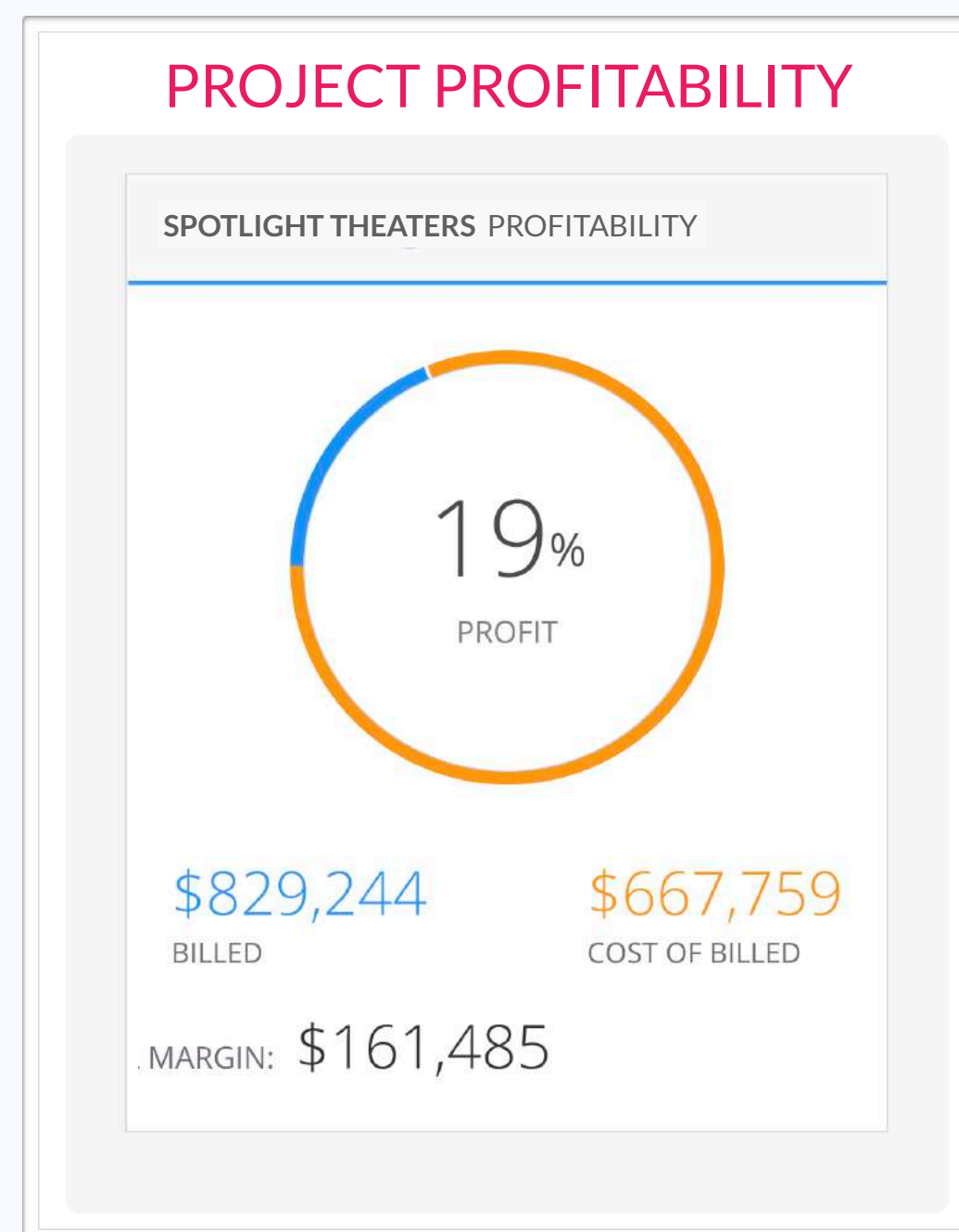
3. PROFITABILITY

Profitability is how firms can determine whether or not a project was worth the investment of time and resources. It helps firms decide how to **prioritize projects and learn from past mistakes**.

$$\text{MARGIN} = \frac{\text{BILLED AMOUNT}}{\text{COST OF BILLED}}$$

Most projects lose profit because of

- Scope creep
- Low employee utilization
- Incorrect contract type
- Insufficient fee proposal





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PROJECT PROFITABILITY BY MASTER PROJECT 1/1/2015 - 8/31/2021											
PROJECT	CONTRACT AMOUNT	INVOICED REVENUE	BILLABLE WIP	REVENUE + WIP	INVOICE PAYMENTS	CREDITS & WRITE-OFFS	UNPAID A/R	SERVICE COST	EXPENSE COST	PROFIT	%
19-03 - SANTA MONICA SCIENCE CENTER	\$540,000.00	\$422,743.92	\$6,323.45	\$429,067.37	\$419,387.52	\$0.00	\$3,356.40	\$294,240.16	\$71,677.22	\$56,826.54	13%
19-08 - PASADENA ELEMENTARY SCHOOL	\$479,000.00	\$236,269.58	\$40,603.43	\$276,873.01	\$223,480.74	\$0.00	\$12,788.84	\$189,002.77	\$24,697.45	\$22,569.36	10%
19-14 - WARNER RESIDENCE	\$650,000.00	\$540,523.41	\$3,368.75	\$543,892.16	\$504,730.78	\$0.00	\$35,792.63	\$419,343.09	\$25,990.03	\$95,190.29	18%
19-24 - MCCORMICK RESIDENCE	\$250,000.00	\$19,803.77	\$4,781.25	\$24,585.02	\$0.00	\$0.00	\$19,803.77	\$17,766.98	\$1,510.02	\$526.77	3%
19-34 - ASPEN CULTURAL CENTER	\$560,000.00	\$448,003.66	\$110,554.29	\$558,557.95	\$398,100.70	\$0.00	\$49,902.96	\$265,164.45	\$143,597.04	\$39,242.17	9%
20-02 - LONG BEACH SPORTS	\$610,000.00	\$663,762.25	\$250.00	\$664,012.25	\$654,699.89	\$0.00	\$9,062.36	\$472,725.12	\$65,380.95	\$125,656.18	19%
20-04 - BRADFORD RESIDENCE	\$335,000.00	\$0.00	\$2,750.00	\$2,750.00	\$0.00	\$0.00	\$0.00	\$1,622.48	\$0.00	(\$1,622.48)	0%
20-08 - SPOTLIGHT THEATERS	\$1,250,000.00	\$821,537.65	\$57,057.81	\$878,595.46	\$820,337.65	\$0.00	\$1,200.00	\$566,668.61	\$143,086.36	\$111,782.68	14%
GRAND TOTAL:	\$4,674,000.00	\$3,152,644.24	\$225,688.98	\$3,378,333.22	\$3,020,737.28	\$0.00	\$131,906.96	\$2,226,533.66	\$475,939.07	\$450,171.51	14%



3. PROFITABILITY

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- Low employee utilization
- Incorrect contract type
- Insufficient fee proposal



EMPLOYEE PROFITABILITY						
EMPLOYEE (DEPARTMENT)	CLIENT HOURS	UNITS	COST	BILLABLE AMOUNT*	PROFIT/LOSS	%
Curtis Jameson (Architecture)	3,481.25	0.00	\$277,537.43	\$420,042.55	\$142,505.12	34
Jan DeMarco (Management)	3,484.00	0.00	\$509,367.77	\$509,307.46	(\$60.31)	0
Jason Acosta (Architecture)	763.00	0.00	\$51,765.13	\$68,958.34	\$17,193.21	25
Jennifer Smith (Management)	2,854.25	0.00	\$335,076.57	\$385,955.01	\$50,878.44	13
Linda Dale (Architecture)	2,897.50	0.00	\$186,978.08	\$215,986.94	\$29,008.86	13
Richard Cohen (Architecture)	2,999.75	0.00	\$411,885.28	\$464,095.64	\$52,210.36	11
Sally Ryan (Architecture)	3,100.50	0.00	\$205,316.51	\$254,925.32	\$49,608.81	19
GRAND TOTALS:	19,580.25	0.00	\$1,977,926.77	\$2,319,271.26	\$341,344.49	15



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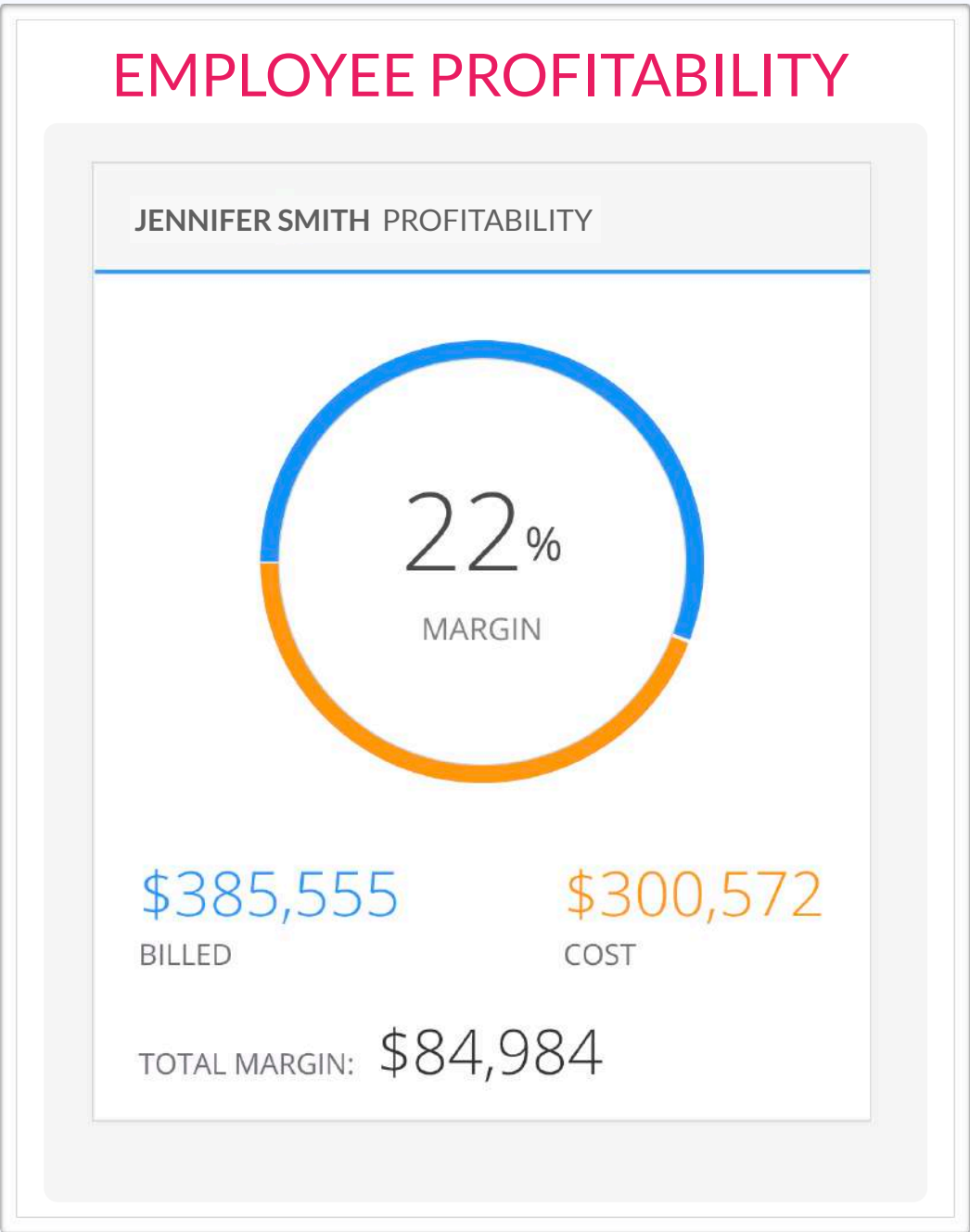
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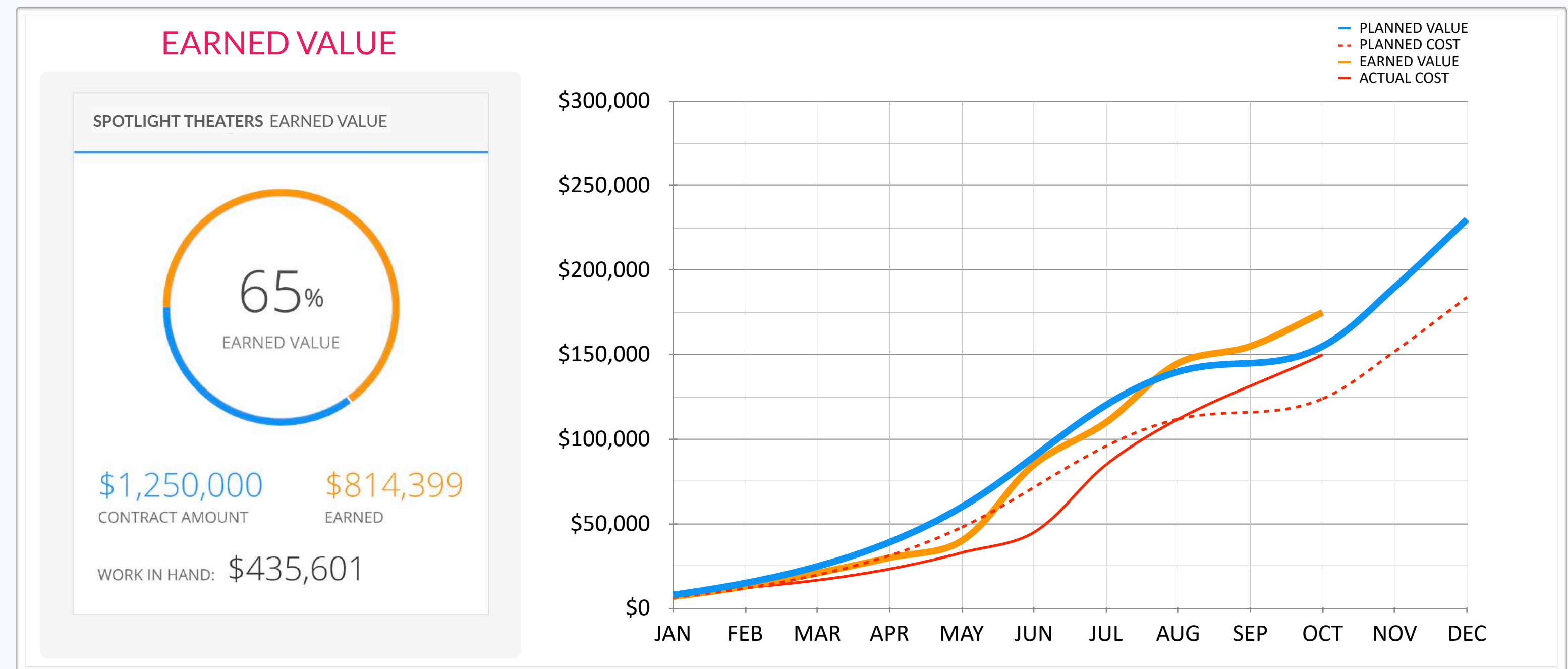
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4. EARNED VALUE

Earned value (EV) helps firms determine how a project is performing in terms of its budget and schedule. EV helps obtain and estimate for the resources that will be necessary for completion.

Earned value offers the **best measure of progress** as it measures the value of the work that has been completed at any point in time.





5. ESTIMATED VS ACTUAL COMPLETE

Projects are broken down into phases. Most firms establish a fee for each phase and compare the value of the work performed to the actual value invoiced.

Knowing the actual and estimated level of completion for each phase provides insights and **helps with invoicing and resource scheduling.**

CONTRACT ANALYSIS							
PROJECT	CONTRACT AMOUNT	AS OF 11/17/2021		BALANCE AS OF 11/17/2021		EST. %	ACT. %
		SPENT	BILLED	TO BE SPENT	TO BE BILLED	COMP.	COMP.
20-08 - SPOTLIGHT THEATERS							
20-08 - SPOTLIGHT: Schematic Design	\$312,500.00	\$168,000.25	\$228,756.25	\$144,499.75	\$83,743.75	53.8%	73.2%
20-08 - SPOTLIGHT: Design Development	\$250,000.00	\$221,124.75	\$148,881.25	\$28,875.25	\$101,118.75	88.4%	59.6%
20-08 - SPOTLIGHT: Construction Documents	\$437,500.00	\$299,473.75	\$277,126.25	\$138,026.25	\$160,373.75	68.5%	63.3%
20-08 - SPOTLIGHT: Bidding	\$125,000.00	\$74,545.25	\$57,618.75	\$50,454.75	\$67,381.25	59.6%	46.1%
20-08 - SPOTLIGHT: Contract Administration	\$125,000.00	\$82,058.75	\$77,845.00	\$42,941.25	\$47,155.00	65.6%	62.3%
20-08 - SPOTLIGHT THEATERS TOTALS:	\$1,250,000.00	\$845,202.75	\$790,227.50	\$404,797.25	\$459,772.50	67.6%	63.2%
GRAND TOTALS:	\$1,250,000.00	\$845,202.75	\$790,227.50	\$404,797.25	\$459,772.50	67.6%	63.2%



6. WORK IN PROGRESS

Work in Progress (WIP) is the value of billable time and expenses that have not yet been billed on an invoice. It is work that has been completed, or expenses incurred, but it is in the progress of being billed.

WIP is recognized as an asset on the balance sheet and as (unbilled) revenue on the income statement.

WIP provides project managers with a critical piece of information to **evaluate the current progress of a project.**

WORK IN PROGRESS						
AGED WIP SUMMARY				CLIENT HRS	COST	BILLABLE
Project: 19-08 - PASADENA ELEMENTARY SCHOOL						
SERVICES TOTAL:				546.75	\$86,882.69	\$58,425.00
EXPENSES TOTAL:				201.00	\$2,600.00	\$11,840.93
Contract Amount (Type): \$360,000.00 (Fixed)				TOTAL:	\$89,482.69	\$70,265.93
<u>CURRENT</u>	<u>30 TO 60</u>	<u>61 TO 90</u>	<u>>>90</u>			
\$20,675.00	\$5,362.50	\$8,625.00	\$35,603.43			
Project: 20-08 - SPOTLIGHT THEATERS						
SERVICES TOTAL:				423.50	\$51,101.90	\$66,129.00
EXPENSES TOTAL:				35.00	\$146.55	\$141.31
Contract Amount (Type): \$1,250,000.00 (Fixed)				TOTAL:	\$51,248.45	\$66,270.31
<u>CURRENT</u>	<u>30 TO 60</u>	<u>61 TO 90</u>	<u>>>90</u>			
\$5,887.50	\$1,400.00	\$1,925.00	\$57,057.81			
GRAND TOTAL TIME					\$137,984.59	\$124,554.00
GRAND TOTAL EXPENSE					\$2,746.55	\$11,982.24
GRAND TOTAL TIME & EXPENSE					\$140,731.14	\$136,536.24
<u>CURRENT(GT)</u>	<u>30 TO 60(GT)</u>	<u>61 TO 90(GT)</u>	<u>>>90(GT)</u>	<u>GRAND TOTAL</u>		
\$26,562.50	\$6,762.50	\$10,550.00	\$92,661.24	\$136,536.24		



7. PROJECT COST MULTIPLIER

Monitoring the project cost multiplier for your project and each individual phase provides insights into the **profit margins** garnered at various stages of the work.

The cost multiplier can be analyzed not only on the project and phase level but at the activity level as well helping firms learn not only which project types, phases, individuals and services provide the greatest profit margin.

PROJECT COST MULTIPLIER					
PROJECT	CONTRACT TYPE	CONTRACT AMOUNT	COST AMOUNT	BILL AMOUNT	MULTIPLIER
20-08 - SPOTLIGHT THEATERS					
20-08 - SPOTLIGHT: Schematic Design	Fixed	\$312,500.00	\$120,983.17	\$168,800.25	1.40
20-08 - SPOTLIGHT: Design Development	Fixed	\$250,000.00	\$174,477.58	\$223,699.75	1.28
20-08 - SPOTLIGHT: Construction Documents	Fixed	\$437,500.00	\$137,431.07	\$174,848.75	1.27
20-08 - SPOTLIGHT: Bidding	Fixed	\$125,000.00	\$61,149.65	\$75,895.25	1.24
20-08 - SPOTLIGHT: Contract Administration	Fixed	\$125,000.00	\$64,219.75	\$82,058.75	1.28
20-08 - SPOTLIGHT: Change Order #1	Hourly	\$0.00	\$17,660.00	\$23,127.50	1.31
20-08 - SPOTLIGHT THEATERS TOTAL		\$1,250,000.00	\$575,921.22	\$748,430.25	1.30

BREAKEVEN RATE

$$= \frac{\$100,000}{\frac{\text{ANNUAL SALARY}}{2080 \text{ HOURS/YEAR}}} \times \frac{2.5}{\text{BREAKEVEN}}$$

OVERHEAD RATE

$$= \frac{\text{INDIRECT EXPENSES}}{\text{TOTAL DIRECT LABOR}}$$



8. AGED ACCOUNTS RECEIVABLE

You can determine your annual average accounts receivable by adding up the value of your accounts receivable at the end of each of the past 12 months and dividing by 12.

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ANNUAL AVERAGE ACCOUNTS RECEIVABLE

NET OPERATING REVENUE/365

Once you have this you should strive to collect outstanding invoices within the due-date of the invoice. When receivables age greater than 60 days, the likelihood of collections decreases.

AR AGING					
PROJECT	CURRENT	31 TO 60	61 TO 90	>>90	BALANCE
19-03 - SANTA MONICA SCIENCE CENTER	\$3,356.40	-	-	-	\$3,356.40
19-08 - PASADENA ELEMENTARY SCHOOL	\$12,788.84	-	-	-	\$12,788.84
19-24 - MCCORMICK RESIDENCE	-	\$19,803.77	-	-	\$19,803.77
19-34 - ASPEN CULTURAL CENTER	-	\$49,902.96	-	-	\$49,902.96
20-02 - LONG BEACH SPORTS	\$2,529.44	-	-	-	\$2,529.44
20-08 - SPOTLIGHT THEATERS	\$7,706.25	\$1,200.00	-	-	\$8,906.25
GRAND TOTAL	\$26,380.93	\$70,906.73	-	-	\$97,287.66



9. NET REVENUE PER EMPLOYEE

Net revenue is a measure of past performance. It is helpful in projecting whether the net operating revenue you are projecting for the year is realistic.

The net revenue per employee is calculated by dividing the annual net operating revenue by the total number of full-time employees. It is useful in **forecasting a realistic range for future annual net operating revenue.**

Knowing net revenue per employee enables your firm to budget the operating expenses for the short and long-term.

NET REVENUE
\$2,500,000
14
FULL-TIME EMPLOYEES

\$179K
NET REVENUE PER
FULL-TIME EMPLOYEE



10. RUNWAY

WORK IN HAND

Drill-Down details are enabled. Contract Balance excludes revenue indicated as extra to the contract

PROJECT	TYPE	CONTRACT	SERVICES BILLED	EXPENSES BILLED	A/R BILLED	A/R PAID	A/R BALANCE	BILLABLE WIP	CONTRACT BALANCE
19-03 - SANTA MONICA SCIENCE CENTER	Fixed	\$540,000.00	\$342,844.78	\$79,899.14	\$422,743.92	\$419,387.52	\$3,356.40	\$37,036.35	\$264,561.97
19-08 - PASADENA ELEMENTARY SCHOOL	Fixed	\$479,000.00	\$207,048.50	\$29,221.08	\$236,269.58	\$223,480.74	\$12,788.84	\$70,265.93	\$282,006.50
19-14 - WARNER RESIDENCE	Fixed	\$650,000.00	\$498,887.00	\$26,636.41	\$525,523.41	\$497,391.30	\$28,132.11	\$12,225.00	\$279,132.50
19-24 - MCCORMICK RESIDENCE	Percentage	\$250,000.00	\$17,993.75	\$1,810.02	\$19,803.77	\$0.00	\$19,803.77	\$10,281.25	\$232,006.25
19-34 - ASPEN CULTURAL CENTER	Hourly	\$560,000.00	\$368,557.50	\$79,446.16	\$448,003.66	\$398,100.70	\$49,902.96	\$150,079.29	\$191,442.50
20-02 - LONG BEACH SPORTS	Fixed	\$610,000.00	\$586,419.05	\$77,343.20	\$663,762.25	\$661,232.81	\$2,529.44	\$4,815.85	\$194,930.42
20-08 - SPOTLIGHT THEATERS	Fixed	\$1,250,000.00	\$684,773.75	\$144,470.15	\$829,243.90	\$820,337.65	\$8,906.25	\$66,270.31	\$459,772.50
GRAND-TOTAL:		\$4,339,000.00	\$2,706,524.33	\$438,826.16	\$3,145,350.49	\$3,019,930.72	\$125,419.77	\$350,973.98	\$1,903,852.64



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WORK IN HAND									
Drill-Down details are enabled. Contract Balance excludes revenue indicated as extra to the contract									
PROJECT	TYPE	CONTRACT	SERVICES BILLED	EXPENSES BILLED	A/R BILLED	A/R PAID	A/R BALANCE	BILLABLE WIP	CONTRACT BALANCE
20-08 - SPOTLIGHT THEATERS									
20-08 - SPOTLIGHT: Schematic Design	Fixed	\$312,500.00	\$228,756.25	\$183.64	\$228,939.89	\$228,489.89	\$450.00	\$40,785.25	\$83,743.75
20-08 - SPOTLIGHT: Design Development	Fixed	\$250,000.00	\$148,781.25	\$4,082.50	\$152,863.75	\$152,413.75	\$450.00	\$4,706.25	\$101,118.75
20-08 - SPOTLIGHT: Construction Documents	Fixed	\$437,500.00	\$147,601.25	\$140,025.00	\$287,626.25	\$280,820.00	\$6,806.25	\$12,189.30	\$160,373.75
20-08 - SPOTLIGHT: Bidding	Fixed	\$125,000.00	\$57,618.75	\$150.00	\$57,768.75	\$57,768.75	\$0.00	\$3,137.50	\$67,381.25
20-08 - SPOTLIGHT: Contract Administration	Fixed	\$125,000.00	\$77,845.00	\$0.00	\$77,845.00	\$77,845.00	\$0.00	\$5,156.25	\$47,155.00
20-08 - SPOTLIGHT: Change Order #1	Hourly	\$0.00	\$24,171.25	\$29.01	\$24,200.26	\$23,000.26	\$1,200.00	\$295.76	N/A
20-08 - SPOTLIGHT THEATERS		\$1,250,000.00	\$684,773.75	\$144,470.15	\$829,243.90	\$820,337.65	\$8,906.25	\$66,270.31	\$459,772.50



10. RUNWAY

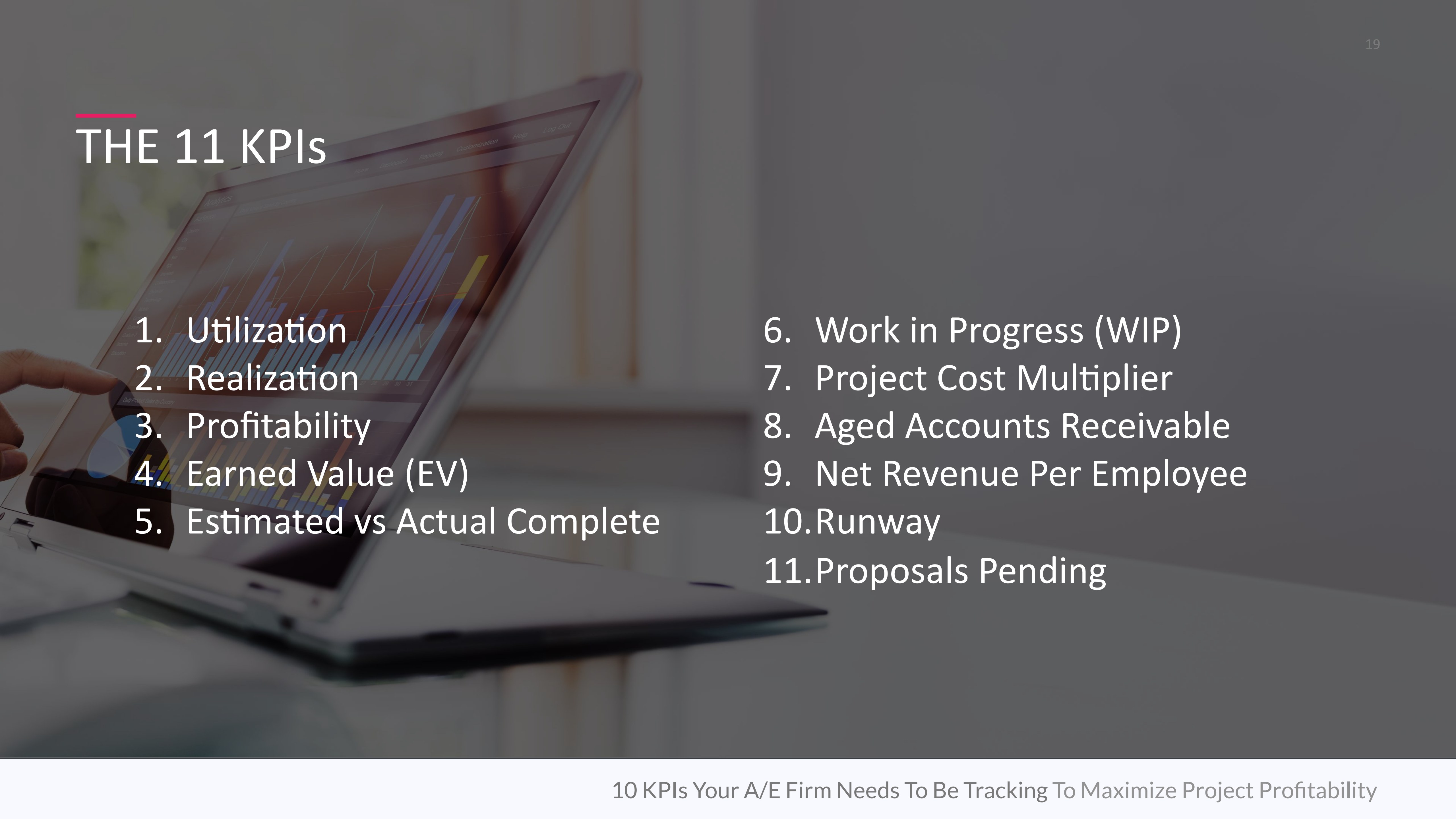
			BEST CASE	WORST CASE
			\$135,000 MONTHLY OPEX low range	\$155,000 MONTHLY OPEX high range
BACKLOG OF WORK	Remaining contract fees	\$1,904,000		
CONTRACT ADMINISTRATION (50%)	Fees earned in next 12 months	(\$145,000)		
TOTAL CONTRACT BACKLOG		\$1,759,000	13.0 MONTHS	11.3 MONTHS
CASH ON HAND	Bank accounts	\$375,000		
ACCOUNTS RECEIVABLE		\$150,000		
TOTAL WORKING CAPITAL		\$2,284,000	16.9 MONTHS	14.7 MONTHS



11. PROPOSALS PENDING

OPPORTUNITIES							
OPPORTUNITY	TYPE	PROSPECT	TARGET DATE	STAGE	PROBABILITY	OPPORTUNITY VALUE	FORECAST
In Progress							
Goode & Bad LLC	New Business	Gabriel Goode	1/24/2022	In Progress	50.00	\$80,000.00	\$80,000.00
Brady Bar & Grille	New Business	Jennifer Brady	1/31/2022	In Progress	80.00	\$125,000.00	\$125,000.00
Watkins Medical Offices	New Business	Joseph Watkins	1/21/2022	In Progress	90.00	\$175,000.00	\$175,000.00
New							
Johnson Ski House	New Business	Gregory Johnson	2/25/2022	New	25.00	\$125,000.00	\$125,000.00
On Hold							
Garcia Residence	Additional Services	Dante Garcia	1/21/2022	On Hold	50.00	\$200,000.00	\$180,000.00
Negotiation							
Washington Day Care	New Business	Lily Washington	2/11/2022	Negotiation	25.00	\$250,000.00	\$200,000.00
TOTAL:						\$955,000.00	\$885,000.00

THE 11 KPIs

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1. Utilization
 2. Realization
 3. Profitability
 4. Earned Value (EV)
 5. Estimated vs Actual Complete
 6. Work in Progress (WIP)
 7. Project Cost Multiplier
 8. Aged Accounts Receivable
 9. Net Revenue Per Employee
 10. Runway
 11. Proposals Pending

BEST IN CLASS

Innovation awards and best-in-class are the new normal for BQE.
This is achieved because **we never stop innovating** and improving.



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Chief Creative Officer: BQE
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10 KPIs Your A/E Firm Needs To Be Tracking To Maximize Project Profitability