

'WiT' – words in tables

The “when, what, why” of 'WiT'

When to 'WiT' 'WiT' if you've repeating structures or brief sections. Or 'WiT' simply to break up dense text: turn each paragraph into a row of a 'WiT' with the summary on the left and detail on the right. Right justify the words in the left column (like this handout) – it looks smart

What to 'WiT' Use 'WiT' instead of bullet points – and use 'WiT' if no bullets. Use it in slides, variance commentaries, KPIs and even CVs. Use it instead of those awful sub-sub bullets – this handout effortlessly and elegantly uses 'WiT' for five hierarchies

Why 'WiT'? It helps readers - it makes the page more inviting with better white space. It's easier to scan, skip sections or refer back to. It's easier to read than wide rows of text. Also it helps writers– it helps ensure completeness and consistency. It sharpens the thinking and cuts out words

And if you use bullet points...

Start at the end Lead into them with the overall conclusion

SOS Segment, order, maybe strip some out. (Segment = cluster between say good and bad or important and unimportant, etc)

Put in columns? It's easier to read than wide rows of text

Start each bullet at its end And make it typographically stand out – it helps skim readers and is easier to refer to

Document design

Design by numbers

Four Remember the four design principles: contrast, repetition, alignment, proximity (with thanks to Robin Williams)

10 to 12 Avoid wide rows of text, the eye gets weary reading across them. Have about 70 characters for narrative (10 to 12 words) or 40 to 50 for reference documents (e.g. this handout)

Avoiding mistakes with formats

Underlining Avoid, it merges letters and slows reading

Italic Avoid for continuous text, it slows reading

Arial vs Times New Roman Serifs such as Times New Roman are readable and good for continuous text. Sans Serifs such as Arial are legible and good for slides, headings, etc

Capitals Avoid all upper case in continuous text, it slows reading speed

Beyond the Course

Other ways to learn

The book “How to make an impact” is published by FT Prentice Hall

See further below for testimonials



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Contact details Jon Moon (0208 840 4507)
jon@jmoon.co.uk; www.jmoon.co.uk

What people say

For the full quotes – and more – see www.jmoon.co.uk

An Irish 'Dragon' (Gavin Duffy) “Hugely useful... WiT is fantastic... essential reading... really, *really* good”

CEO Institute of Chartered Accountants “Mould-breaking... your business reporting will never be the same again” (Michael Izza)

Plain English Campaign “Jon's new approach (WiT) gives documents real clarity. It visually lifts ideas from the page and gives work a clean, slick look”

CEO FTSE 250 plc (Dominic Burke) “Every once in a while, simple ideas change business forever – this book is full of such ideas. A must-read”

WiT™ is the trademark of Clarity and Impact Limited

Clarity and impact

How to make an impact

by clearly showing information

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Selected slides

Index

WiT	2
Document design	5
Variances	7

By Jon Moon
Version 7

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Book Figure 1.15

1	Executive summary	Recommendations, next steps, areas to clarify
2	Introduction	Scope, methodology, limitations
3	Analysis	The options, including cost-benefit analysis
4	Appendix	The detailed supporting schedules

There were mixed findings, but overall the company seems in good shape:

Good findings	Bad findings
New business drive successful Income is up 20%, and every department is up at least 12%.	£30m pension deficit Up from £10m last year. The company is putting in an extra £7m a year to remedy.
Major drug to be approved Clinical trials have finished, and the Medical Authorities have indicated they should approve it next week.	£3m 'forex' hit next year The company didn't hedge its dollar exposure. It's recently recruited a new Treasurer.
Cleared of mis-selling Last month, the Regulators formally announced the end of the 2-year review.	30% staff turnover Up from 10% last year. Many leavers were from "Global Solutions" department.
Property £3m undervalued The Leeds site has a market value £3m more than stated on the balance sheet.	£2m needed on IT The systems need replacing. It will also add £500k a year to running costs.

Download File 2 & 3
Book Figure 1.6

Locals prefer other shops' products	Lorem ipsum est gloriatur expetendis an. Congue contentiones consequuntur et eos, autem vocibus in nam. Agam conceptam mel cu, eum et porro recteque interesset. Ex ius idque corruptum democritum, ad sit ponderum sensibus.
Even if they didn't, we are in a poor location	Eu sit cetero appareat accusata. Per et dicam tempor praesent, eripuit nonummy volumus cu sea. Per tantas altera praesent in, nam assum recteque disputationi ut. Mea ne elit iusto. Id corpora salutatus usu, eirmod animal eu est. No natum eripuit lobortis sit, vel lucilius expetendis cu, ei possit persequeris mel.
We can't relocate because of Planning Restrictions	Eum luptatum contentiones cu, eu mei fabellas mediocritatem. Vivendo antiopam nec te, malis ullum epicuri pro cu. Graeco virtute detracto sit ei, mea sonet dicant et.

Download File 10
Book Figure 1.20

Download File 4 & 5
Book Figure 1.9

Why us?	Feature	Benefit
The biggest	You get the best deal	from our market leverage
Clever web system	You get 24/7 access	
A strong parent	Ut wisi enim ad minim veniam, quis nostrud	
Employer of Choice	Suscipit lobortis nisl ut aliquip ex ea commodo	
150 years experience	Accumsan et iusto odio dignissim qui blandit	
Account execs, not salesmen	Azril delenit augue dui dolore te feugait zzril	

Download File 36
Book Figure 5.14

What we will do	
Market leadership	We will focus on products and markets where we are or can be in the top three
Organic growth	We will grow organically, not by acquisition, unless we see a great acquisition opportunity
Synergies	We will only include companies in our Group if they have synergies with other parts of the Group
Investments	We will invest selectively to strengthen and build our businesses
On-shore locations	We will keep our client-facing operations on-shore

The findings of our research	
Locals prefer other shops' products	Lorem ipsum est gloriatur expetendis an. Congue contentiones consequuntur et eos, autem vocibus in nam. Agam conceptam mel cu, eum et porro recteque interesset. Ex ius idque corruptum democritum, ad sit ponderum sensibus.
Even if they didn't, we are in a poor location	Eu sit cetero appareat accusata. Per et dicam tempor praesent, eripuit nonummy volumus cu sea. Per tantas altera praesent in, nam assum recteque disputationi ut. Mea ne elit iusto. Id corpora salutatus usu, eirmod animal eu est. No natum eripuit lobortis sit, vel lucilius expetendis cu, ei possit persequeris mel.
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Download File 11
Book Figure 1.21

SECTION 2: BENEFITS, CONCERNS, VAT CHANGES FAQs

2.1 THREE BENEFITS

There are three main benefits to this:

- You will make lots of money
 - Lorem ipsum est gloriatur expetendis an. Congue content iones cones quantur et eos, autem vocibus in nam. Agam conceptam mel cu, eum et porro recteque interesset. Ex ius idque corruptit democritum, ad sit ponderum sensibus.
- Your boss will praise you lots
 - Eu sit cetero appareat accusata. Per et dicam tempor praesent, eripuit nonummy volumus cu sea. Per tantas altera praesent in, nam assum recteque disputationi ut. Te nominavi deserunt qui, eum choro blandit.
- You will lead a happier life
 - Mea ne elit iusto. Id corpora salutatatus usu, eirmod animal eu est. No natum eripuit lobortis sit, vel lucilius expetendis cu, ei possit persequeris mel. Vivendo antiopam nec te, malis ullum epicuri bu.

2.2 THREE CONCERNS

However there are three concerns too:

- Your boss might sack you
 - Eu sit cetero appareat accusata. Per et dicam tempor praesent, eripuit nonummy volumus cu sea. Per tantas altera praesent in, nam assume. Per et dicam tempor praesent, eripuit nonummy volumus cu sea. Per tantas altera praesent in, nam assume.
- You might not end up rich
 - Mea ne elit iusto. Id corpora salutatatus usu, eirmod animal eu est. No natum eripuit lobortis sit, vel lucilius expetendis cu, ei possit persequeris mel.
- You could lose your house
 - Per et dicam tempor praesent, eripuit nonummy volumus cu sea. Per tantas altera praesent in, nam assume. Per et dicam tempor praesent, eripuit nonummy volumus cu sea. Per tantas altera praesent in, nam.

2.3 VAT CHANGES: FAQs

Some introductory text about the VAT changes, blah, blah, Lorem ipsum est gloriatur expetendis an. Congue contentiones consequuntur et eos, autem vocibus in nam.

- **What should I be doing now?**
 - Encourage suppliers to invoice before 31 December for goods and services received to that date.
- **When is the tax point?**
 - Whichever of the following occurs first:
 - Issue of an invoice
 - Delivery of goods/ service performed
 - Receipt of payment
- **What if suppliers can't invoice prior to January**
 - Check the VAT rate is correct on invoices dated January. If 17.5% has been applied in error request a credit note from the supplier promptly.
- **What if services span 31 December 2009**
 - Invoice issued Dec 09 or prior = 15%

Benefits, concerns, VAT changes: FAQs

Section 2

2.1 Three benefits

You will make lots of money Lorem ipsum est gloriatur expetendis an. Congue content iones cones quantur et eos, autem vocibus in nam. Agam conceptam mel cu, eum et porro recteque interesset. Ex ius idque corruptit democritum, ad sit ponderum sensibus.

Your boss will praise you lots Eu sit cetero appareat accusata. Per et dicam tempor praesent, eripuit nonummy volumus cu sea. Per tantas altera praesent in, nam assum recteque disputationi ut. Te nominavi deserunt qui, eum choro blandit.

You will lead a happier life Mea ne elit iusto. Id corpora salutatatus usu, eirmod animal eu est. No natum eripuit lobortis sit, vel lucilius expetendis cu, ei possit persequeris mel. Vivendo antiopam nec te, malis ullum epicuri bu.

2.2 Three concerns

Your boss might sack you Eu sit cetero appareat accusata. Per et dicam tempor praesent, eripuit nonummy volumus cu sea. Per tantas altera praesent in, nam assume. Per et dicam tempor praesent, eripuit nonummy volumus cu sea. Per tantas altera praesent in, nam assume.

You might not end up rich Mea ne elit iusto. Id corpora salutatatus usu, eirmod animal eu est. No natum eripuit lobortis sit, vel lucilius expetendis cu, ei possit persequeris mel.

You could lose your house Per et dicam tempor praesent, eripuit nonummy volumus cu sea. Per tantas altera praesent in, nam assume. Per et dicam tempor praesent, eripuit nonummy volumus cu sea. Per tantas altera praesent in, nam.

2.3 VAT changes: FAQs

Some introductory text about the VAT changes, blah, blah, Lorem ipsum est gloriatur expetendis an. Congue contentiones consequuntur et eos, autem vocibus in nam.

What should I be doing now? Encourage suppliers to invoice before 31 December for goods and services received to that date.

When is the tax point? Whichever of the following occurs first:
- Issue of an invoice
- Delivery of goods/ service performed
- Receipt of payment

What if suppliers can't invoice prior to January? Check the VAT rate is correct on invoices dated January. If 17.5% has been applied in error request a credit note from the supplier promptly.

What if services span 31.12.09? Invoice issued Dec 09 or prior = 15%

Benefits, concerns, VAT changes: FAQs

Section 2

2.1 Three benefits

You will make lots of money Eu sit cetero appareat accusata. Per et dicam tempor praesent, eripuit nonummy volumus cu sea. Per tantas altera praesent in, nam assume. Per et dicam tempor praesent, eripuit nonummy volumus cu sea. Per tantas altera praesent in, nam.

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2.2 Three concerns

Your boss might sack you Eu sit cetero appareat accusata. Per et dicam tempor praesent, eripuit nonummy volumus cu sea. Per tantas altera praesent in, nam assume. Per et dicam tempor praesent, eripuit nonummy volumus cu sea. Per tantas altera praesent in, nam.

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2.3 VAT changes: FAQs

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What should I be doing now? Encourage suppliers to invoice before 31 December for goods and services received to that date.

When is the tax point? Whichever of the following occurs first:
- Issue of an invoice
- Delivery of goods/ service performed
- Receipt of payment

What if suppliers can't invoice prior to January? Check the VAT rate is correct on invoices dated January. If 17.5% has been applied in error request a credit note from the supplier promptly.

What if services span 31.12.09? Invoice issued Dec 09 or prior = 15%

Bottom left, top right: Download File 65

Benefits, concerns, VAT changes FAQs

Section 2

2.1 Three benefits

There are three main benefits to this:

You will make lots of money	Lorem ipsum est gloriatur expetendis an. Congue content iones cones quantur et eos, autem vocibus in nam. Agam conceptam mel cu, eum et porro recteque interesset. Ex ius idque corrumpit democritum, ad sit ponderum sensibus.
Your boss will praise you lots	Eu sit cetero appareat accusata. Per et dicam tempor praesent, eripuit nonummy volumus cu sea. Per tantas altera praesent in, nam assum recteque disputationi ut. Te nominavi deserunt qui, eum choro blandit.
You will lead a happier life	Mea ne elit iusto. Id corpora salutatus usu, eirmod animal eu est. No natum eripuit lobortis sit, vel lucilius expetendis cu, ei possit persequeris mel. Vivendo antiopam nec te, malis ullum epicuri bu.

2.2 Three concerns

However there are three concerns too:

Concern	Detail
Your boss might sack you	Eu sit cetero appareat accusata. Per et dicam tempor praesent, eripuit nonummy volumus cu sea. Per tantas altera praesent in, nam assume. Per et dicam tempor praesent, eripuit nonummy volumus cu sea. Per tantas altera praesent in, nam assume.
You might not end up rich	Mea ne elit iusto. Id corpora salutatus usu, eirmod animal eu est. No natum eripuit lobortis sit, vel lucilius expetendis cu, ei possit persequeris mel.
You could lose your house	Per et dicam tempor praesent, eripuit nonummy volumus cu sea. Per tantas altera praesent in, nam assume. Per et dicam tempor praesent, eripuit nonummy volumus cu sea. Per tantas altera praesent in, nam.

2.3 VAT changes: FAQs

Some introductory text about the VAT changes, blah, blah, Lorem ipsum est gloriatur expetendis an. Congue contentiones consequuntur et eos, autem vocibus in nam.

What should I be doing now?	Encourage suppliers to invoice for goods and services received to that date.
When is the tax point?	Whichever of the following occurs first: <ul style="list-style-type: none"> - Issue of an invoice - Delivery of goods/ service performed - Receipt of payment
What if suppliers can't invoice prior to January	Check the VAT rate is correct on invoices dated January. If 17.5% has been applied in error request a credit note from the supplier promptly.

Benefits, concerns, VAT changes: FAQs

Section 2

2.1 Three benefits

You will make lots of money	2.1.1	Lorem ipsum est gloriatur expetendis an. Congue content iones cones quantur et eos, autem vocibus in nam. Agam conceptam mel cu, eum et porro recteque interesset. Ex ius idque corrumpit democritum, ad sit ponderum sensibus.
Your boss will praise you lots	2.1.2	Eu sit cetero appareat accusata. Per et dicam tempor praesent, eripuit nonummy volumus cu sea. Per tantas altera praesent in, nam assum recteque disputationi ut. Te nominavi deserunt qui, eum choro blandit.
You will lead a happier life	2.1.3	Mea ne elit iusto. Id corpora salutatus usu, eirmod animal eu est. No natum eripuit lobortis sit, vel lucilius expetendis cu, ei possit persequeris mel. Vivendo antiopam nec te, malis ullum epicuri bu.

2.2 Three concerns

Your boss might sack you	2.2.1	Eu sit cetero appareat accusata. Per et dicam tempor praesent, eripuit nonummy volumus cu sea. Per tantas altera praesent in, nam assume. Per et dicam tempor praesent, eripuit nonummy volumus cu sea. Per tantas altera praesent in, nam assume.
You might not end up rich	2.2.2	Mea ne elit iusto. Id corpora salutatus usu, eirmod animal eu est. No natum eripuit lobortis sit, vel lucilius expetendis cu, ei possit persequeris mel.
You could lose your house	2.2.3	Per et dicam tempor praesent, eripuit nonummy volumus cu sea. Per tantas altera praesent in, nam assume. Per et dicam tempor praesent, eripuit nonummy volumus cu sea. Per tantas altera praesent in, nam.

2.3 VAT changes: FAQs

Some introductory text about the VAT changes, blah, blah, Lorem ipsum est gloriatur expetendis an. Congue contentiones consequuntur et eos, autem vocibus in nam.

What should I be doing now?	2.3.1	Encourage suppliers to invoice before 31 December for goods and services received to that date.
When is the tax point?	2.3.2	Whichever of the following occurs first: <ul style="list-style-type: none"> - Issue of an invoice - Delivery of goods/ service performed - Receipt of payment
What if suppliers can't invoice prior to January?	2.3.2	Check the VAT rate is correct on invoices dated January. If 17.5% has been applied in error request a credit note from the supplier promptly.
What if services span 31.12.09?	2.3.3	Invoice issued Dec 09 or prior = 15%

Client meeting note

Record of meeting with Multiconglomerate plc

Held at Multi Offices, Huddersfield 8 March 2007 at 10.30am

Attending from client Fred Smith

ABC personnel Dave Jones, Fred Brown

Purpose of Meeting Catch up and golf

Subject	Action
1 In respect of the potential financial claim, Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed diam nonummy nibh euismod tincidunt ut laoreet dolore magna aliquam erat volutpat. Ut wisi enim ad minim veniam, quis nostrud exerci tation ullamcorper suscipit lobortis nisl ut aliquip ex ea commodo consequat.	
2 The renewal questionnaire was discussed and ut wisi enim ad minim veniam, quis nostrud exerci tation ullamcorper suscipit lobortis nisl ut aliquip ex ea commodo consequat. Duis autem vel eum iriure dolor in hendrerit in vulputate velit esse molestie consequat, vel illum.	ABC
2.1 Lorem ipsum dolor sit amet of the main site disposal, consectetur adipiscing elit, sed diam nonummy nibh euismod tincidunt ut laoreet dolore magna aliquam erat volutpat.	ABC
2.2 Ut wisi enim no incidents to notify, ad minim veniam, quis nostrud exerci tation ullamcorper suscipit lobortis nisl ut aliquip ex ea commodo consequat. Duis autem vel eum iriure dolor in hendrerit in vulputate velit esse molestie consequat, vel illum.	FS
3 "Lorem ipsum dolor of the flood cover sit amet, consectetur adipiscing elit, sed diam nonummy nibh euismod tincidunt ut laoreet dolore."	ABC
4 Regarding other insured risks, lorem ipsum dolor sit amet of the renewal terms and options, consectetur adipiscing elit, sed diam nonummy nibh euismod tincidunt ut laoreet dolore magna aliquam erat volutpat. Ut wisi enim ad minim veniam, quis nostrud exerci tation ullamcorper suscipit lobortis nisl ut aliquip ex ea commodo consequat.	DJ
5 "Lorem ipsum dolor sit amet of environmental liability, consectetur adipiscing elit, sed diam nonummy nibh euismod tincidunt ut laoreet dolore magna aliquam erat volutpat."	
6 "Lorem ipsum dolor sit amet on the terrorist cover, consectetur adipiscing elit, sed diam nonummy nibh euismod tincidunt ut laoreet dolore magna aliquam erat volutpat."	

Signed
F Smith
9 March 2007

Page 1 of 1
 x

Book Figure 7.19

Multiconglomerate plc

Client meeting note

Multi Offices, Huddersfield, 8 March 2007 at 10.30 am

Person(s) seen: Fred Smith

ABC personnel: Dave Jones, Fred Brown

Meeting objective: catch-up and golf

Topic	Subject	Action
1 Potential financial loss claim (notified approximately twelve months ago)	Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed diam nonummy nibh euismod tincidunt ut laoreet dolore magna aliquam erat volutpat. Ut wisi enim ad minim veniam, quis nostrud exerci tation ullamcorper suscipit lobortis nisl ut aliquip ex ea commodo consequat.	
2 Renewal questionnaire	Ut wisi enim ad minim veniam, quis nostrud exerci tation ullamcorper suscipit lobortis nisl ut aliquip ex ea commodo consequat. Duis autem vel eum iriure dolor in hendrerit in vulputate velit esse molestie consequat, vel illum.	ABC
2.1 Main site disposed of	Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed diam nonummy nibh euismod tincidunt ut laoreet dolore magna aliquam erat volutpat.	ABC
2.2 No incidents to notify	Ut wisi enim ad minim veniam, quis nostrud exerci tation ullamcorper suscipit lobortis nisl ut aliquip ex ea commodo consequat. Duis autem vel eum iriure dolor in hendrerit in vulputate velit esse molestie consequat, vel illum.	FS
3 Flood cover	"Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed diam nonummy nibh euismod tincidunt ut laoreet dolore."	ABC
4 Other uninsured risks	Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed diam nonummy nibh euismod tincidunt ut laoreet dolore magna aliquam erat volutpat. Ut wisi enim ad minim veniam, quis nostrud exerci tation ullamcorper suscipit lobortis nisl ut aliquip ex.	DJ
5 Environmental liability	"Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed diam nonummy nibh euismod tincidunt ut laoreet dolore magna aliquam erat volutpat."	
6 Terrorist cover	"Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed diam nonummy nibh euismod tincidunt ut laoreet dolore magna aliquam erat volutpat."	

Signed
 F Smith, 9 March 2007

Please check and confirm correct, we'll start actioning this in 7 days

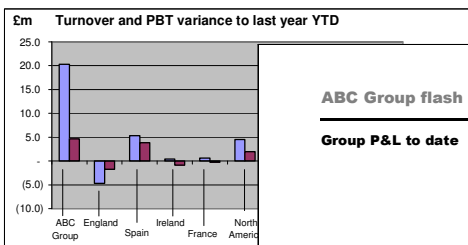
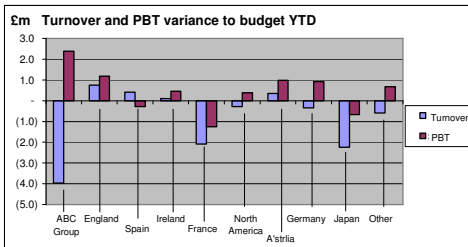
Download File 45
 Book Figure 7.20

Book Figure 8.6

ABC Group flash - September 2007

	Actual	Budget	PY	Var - fav/ (adv)			
				Bdgt	PY	Budget	PY
	£k	£k	£k	£k	£k	%	%
Turnover	402,418	406,381	382,123	(3,963)	20,295	(1.0%)	5.3%
Staff costs	(220,107)	(222,457)	(211,473)	2,350	(8,634)	1.1%	(4.1%)
Indirect costs	(91,817)	(93,518)	(84,983)	1,701	(6,834)	1.8%	(8.0%)
Trading profit	90,494	90,406	85,667	88	4,827	0.1%	5.6%
Interest recvd	11,472	9,497	10,056	1,975	1,416	20.8%	14.1%
Interest payable	(4,902)	(5,322)	(3,794)	420	(1,108)	7.9%	(29.2%)
Goodwill	(513)	(405)	0	(108)	(513)	na	na
PBT	96,551	94,176	91,929	2,375	4,622	2.5%	5.0%

	Actual	Budget	PY
Trading profit	22.5%	22.2%	22.4%
PBT	24.0%	23.2%	24.1%



Gearing

	Actual	Budget	Last yr	US D
Staff turnover	12.2%	11.4%	10.1%	Average
Staff costs/ turnover	61%	59%	59%	Market

	Mth end	Budget	Last yr	US D
Headcount	6,507	6,756	6,433	Budget

ABC Group flash

September 2007

Group P&L to date

	Actual	Budget	Last yr	Var - fav/ (adv)			
				Budget	Last yr	Budget	Last yr
	£m	£m	£m	£m	£m	%	%
Turnover	402	406	382	(4.0)	20.3	(1%)	5%
Staff costs	(220)	(222)	(211)	2.3	(8.6)	1%	(4%)
Indirect costs	(92)	(94)	(85)	1.7	(6.8)	2%	(8%)
Trading profit	90.5	90.4	85.7	0.1	4.8	0%	6%
Interest recvd	11.5	9.5	10.1	2.0	1.4	21%	14%
Interest payable	(4.9)	(5.3)	(3.8)	0.4	(1.1)	8%	(29%)
Goodwill	(0.5)	(0.4)	-	(0.1)	(0.5)	na	na
PBT	96.6	94.2	91.9	2.4	4.6	2.5%	5.0%

	Actual	Budget	Last yr
Trading profit	22%	22%	22%
PBT	24%	23%	24%

Variances to date by business unit

All £m	Turnover		PBT	
	Budget	Last yr	Budget	Last yr
Group to date	(4.0)	20.3	2.4	4.6
<i>Split as follows:</i>				
England	0.7	(4.7)	1.2	(1.7)
Spain	0.4	5.4	(0.3)	3.8
Australia	0.4	11.7	1.0	3.8
Ireland	0.1	0.4	0.5	(0.8)
North America	(0.3)	4.5	0.4	2.0
Germany	(0.3)	(3.6)	0.9	(1.7)
Other	(0.6)	0.7	0.7	(1.6)
France	(2.1)	0.6	(1.3)	(0.2)
Japan	(2.2)	5.4	(0.7)	1.1
Group	(4.0)	20.3	2.4	4.6

Staff statistics

	Actual	Budget	Last yr
Staff turnover	12%	11%	10%
Staff costs/ turnover	61%	59%	59%

	Mth end	Budget	Last yr
Headcount (numbers)	6,507	6,756	6,433

US Dollar exposure

	Now	A yr ago	
%age exposure	54%	36%	
Average rate achieved	1.98	1.91	on sales
Market rate	1.98	1.98	for remaining exposure if closed out now
Average rate for year	1.99	1.92	if closed out now
Budget rate	2.00	1.95	

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Book Figure 8.7

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Page 1 of 1

Variations

Book Figure 8.1

ABC Group 6 months to June 2007 2.2 Contribution and variances

Contribution	Year to date			For month		
	Actual	Budget	Fav/ (adv)	Actual	Budget	Fav/ (adv)
	£'m	£'m	£'m	£'m	£'m	£'m
Central	12.0	12.0	0.0	2.2	2.1	0.1
North West	19.1	16.2	2.9	5.5	2.9	2.6
South East	15.8	14.0	1.8	2.3	2.3	0.0
West and Isles	16.9	17.8	(0.9)	2.3	3.1	(0.8)
Total	63.8	60.0	3.8	12.3	10.4	1.9
Overheads						
Salaries	(14.1)	(12.5)	(1.6)	(2.5)	(2.1)	(0.4)
IT	(4.1)	(6.5)	2.4	(0.3)	(1.1)	0.8
Property	(4.9)	(6.1)	1.2	(0.7)	(1.0)	0.3
Group	(7.2)	(5.8)	(1.4)	(1.7)	(1.0)	(0.7)
Legal	(10.5)	(5.5)	(5.0)	(5.9)	(0.9)	(5.0)
Depreciation	(4.2)	(4.3)	0.1	(0.7)	(0.7)	0.0
Other	(3.1)	(3.0)	(0.1)	(0.6)	(0.5)	(0.1)
T&E	(2.2)	(2.3)	0.1	(0.4)	(0.4)	0.0
Overheads	(50.3)	(46.0)	(4.3)	(12.8)	(7.7)	(5.1)
Operating Profit	13.5	14.0	(0.5)	(0.5)	2.7	(3.2)

CONTRIBUTION

Central: £0.1m ahead of monthly contribution target, and on budget for year to date contribution - some small wins, some small losses. Nothing material.

North West: reported a contribution of £2.6m up on budget for month and up £2.9m for year to date. Mostly due to two big new contracts booked this month - ABC (£1.5m) and DEC (£1.1m). The extra £300k is small one-offs reported in prior months.

South East: reported a contribution on budget for this month, and up £1.8m for year to date. Favourable variance mainly due to £1.6m extension on Project Smith booked last quarter (+ £1.2m more due in Q4), plus a few smaller other new contracts.

West and Isles: reported a contribution down £0.9m for year to date, £0.8m in month. Month variance all due to delay of Contract Xavier (£0.8m a month and due to start 1 June). Now expected to start 1 September.

OVERHEADS

Salaries: £1.6m over budget for year to date and £0.4m over budget for the month due to 2 unbudgeted changes. First, the new unbudgeted 'Solutions' department (40 staff - an extra £0.2m per month). Also in the last 2 months, higher than expected pay rises have added another £0.2m a month to salaries.

IT: £0.8m under budget for the month, £2.4m under budget for year to date. Both variances due to delay of Project MIS-Development. Costs previously expected to be incurred in Q1 and Q2 will now be spent in Q3 and Q4.

Property: £0.3 under budget for month, £1.2m under budget for year to date. Due to unbudgeted income of £0.3m a month from subletting the empty factory since March.

Group: £0.7m over budget for month and £1.4m over budget for year to date - due to Group Marketing campaign brought forward from Q3 to Q2. A timing difference.

Legal: £5m over budget for month and for year to date because of unbudgeted court fine for polluting local river.

Summary P&L

	Year to date			For month		
	Actual	Budget	Fav/ (adv)	Actual	Budget	Fav/ (adv)
All in £m						
Contribution	63.8	60.0	3.8	12.3	10.4	1.9
Overheads	(50.3)	(46.0)	(4.3)	(12.8)	(7.7)	(5.1)
Operating profit	13.5	14.0	(0.5)	(0.5)	2.7	(3.2)

Items in bold are analysed below

Contribution	Variances (£m)		
	For yr	Month	
North West	2.9	2.6	Two big new contracts booked this month - ABC (£1.5m), and DEC (£1.1m)
South East	1.8	-	Mainly due to £1.6m extension on Project Smith booked last quarter (+ £1.2m more due in Q4)
Central	-	0.1	On target - some small wins and losses. Nothing material
West and Isles	(0.9)	(0.8)	Contract Xanvier (£0.8m a month) delayed from 1 June start to 1 Sept
Total contribution	3.8	1.9	

Overheads

	For yr	Month	
IT	2.4	0.8	Project MIS-Development delay from Q1/ Q2 to Q3/ Q4
Property	1.2	0.3	Sublet the empty factory on 1 March
Other, Deprec, T&E	0.1	(0.1)	Minor differences, none material
Group	(1.4)	(0.7)	Marketing campaign brought forward from Q3 to Q2
Salaries	(1.6)	(0.4)	New 'Solutions' department = 40 unbudgeted recruits for 6 months (£0.2m a month). Also, higher than budgeted pay rises (£0.2m a month for last 2 months)
Legal costs	(5.0)	(5.0)	Court fine for polluting local river
Total overheads	(4.3)	(5.1)	

P&L: detail

	Year to date			For month		
	Actual	Budget	Fav/ (adv)	Actual	Budget	Fav/ (adv)
All in £m						
West and Isles	16.9	17.8	(0.9)	2.3	3.1	(0.8)
North West	19.1	16.2	2.9	5.5	2.9	2.6
South East	15.8	14.0	1.8	2.3	2.3	-
Central	12.0	12.0	-	2.2	2.1	0.1
Total	63.8	60.0	3.8	12.3	10.4	1.9
Salaries	14.1	12.5	(1.6)	2.5	2.1	(0.4)
Legal	10.5	5.5	(5.0)	5.9	0.9	(5.0)
Group	7.2	5.8	(1.4)	1.7	1.0	(0.7)
IT	4.1	6.5	2.4	0.3	1.1	0.8
Property	4.9	6.1	1.2	0.7	1.0	0.3
Depreciation	4.2	4.3	0.1	0.7	0.7	-
Other	3.1	3.0	(0.1)	0.6	0.5	(0.1)
T&E	2.2	2.3	0.1	0.4	0.4	-
Overheads	50.3	46.0	(4.3)	12.8	7.7	(5.1)
Operating profit	13.5	14.0	(0.5)	(0.5)	2.7	(3.2)

Summary

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