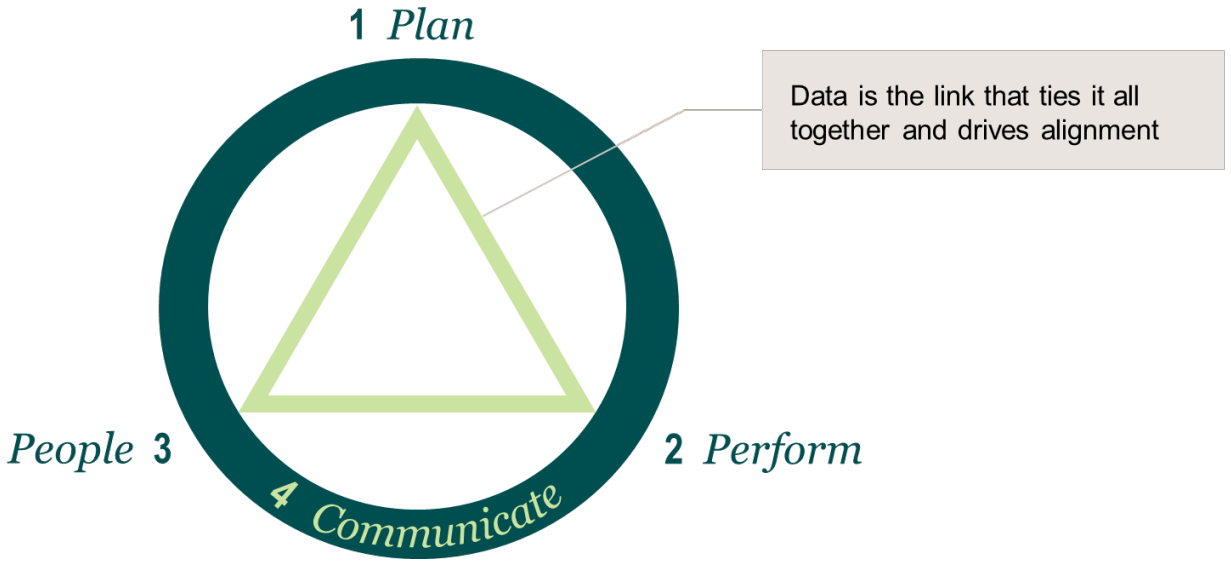
Data Driven Insights

Financial and Operational Trends to Succeed in the 2020's

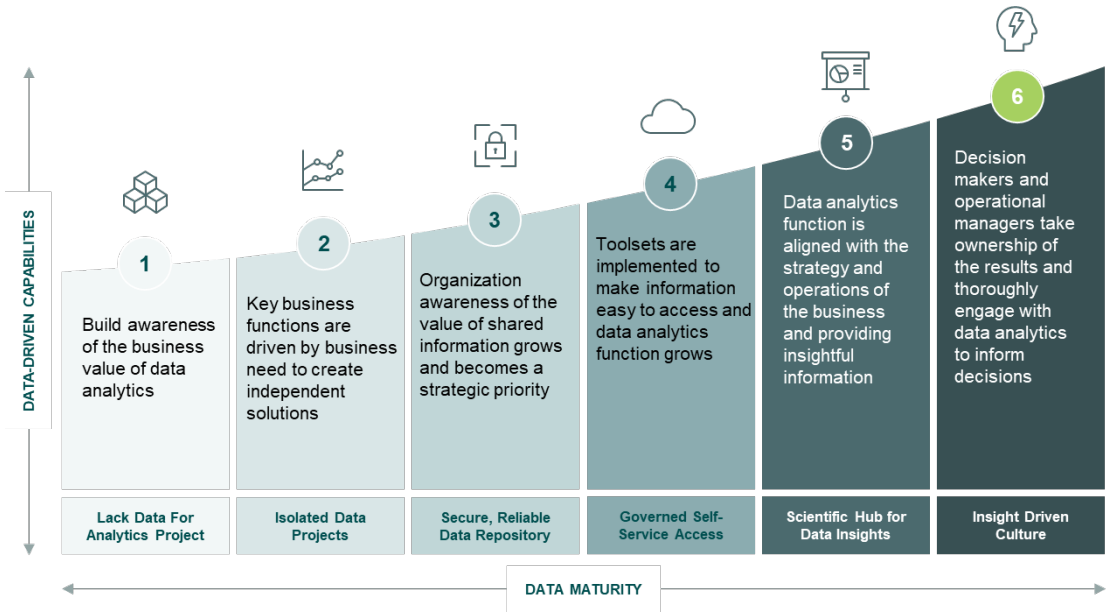
Chad Duval, Partner
chad.duval@mossadams.com
719-661-0238

High Performing Organizations Use Data

- Choose a few key metrics
- Instrument panel for engagement
- Use an incremental approach



Using Data as an Organization is a Process



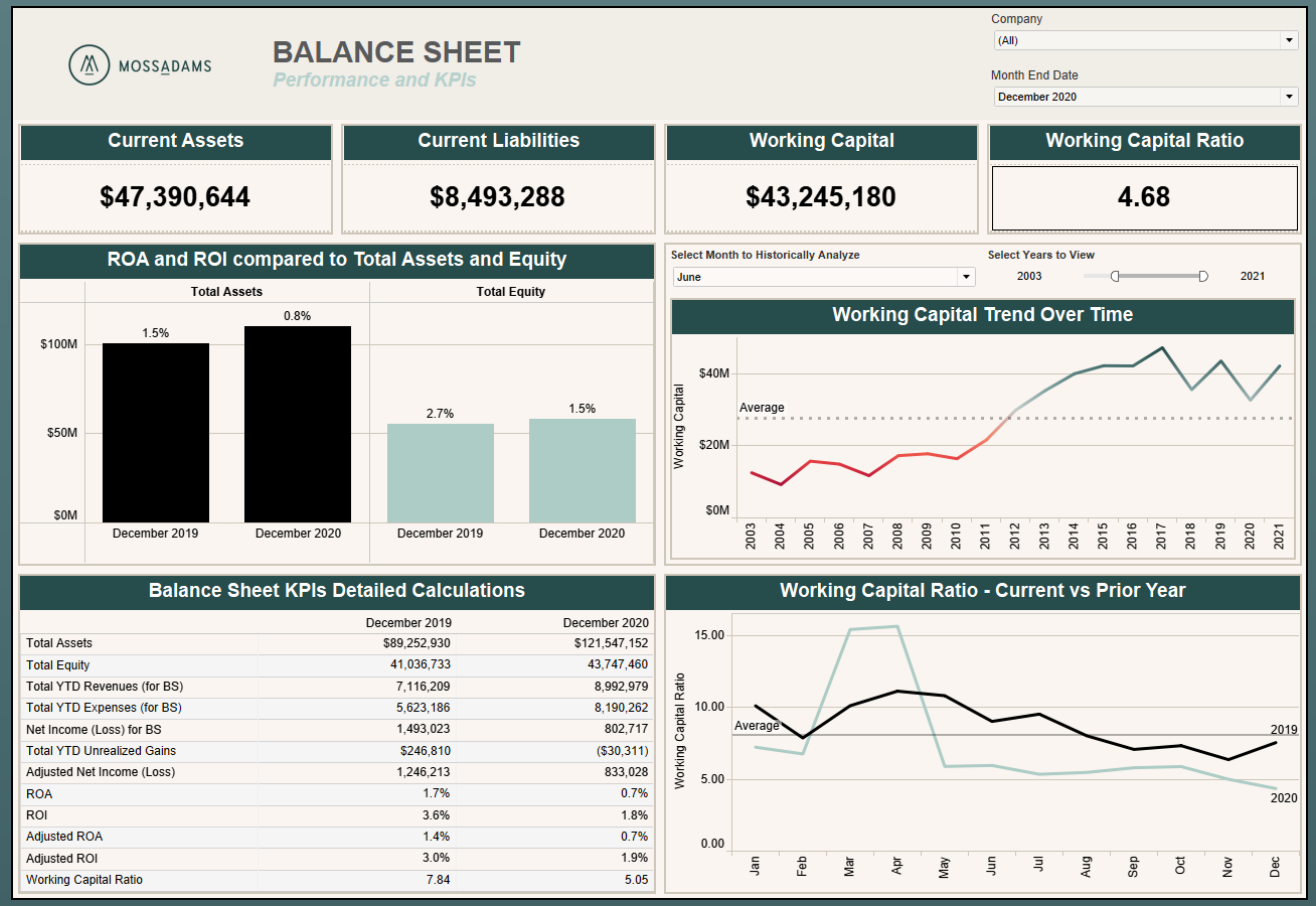
- Where do you want to be? Need to be?
- Nobody starts at the top of the curve
- You get what you measure…and you get what you resource
- Make a plan and revisit it

Clarity is Key

Keep the "K" in KPI – *Focus on what drives business value and avoid distractions*

Have purposed built dashboards to communicate strategy and operational tactical measures – *Where we are going and how to get there*

Build data ownership through high visibility – *Visible results drive important discussions*



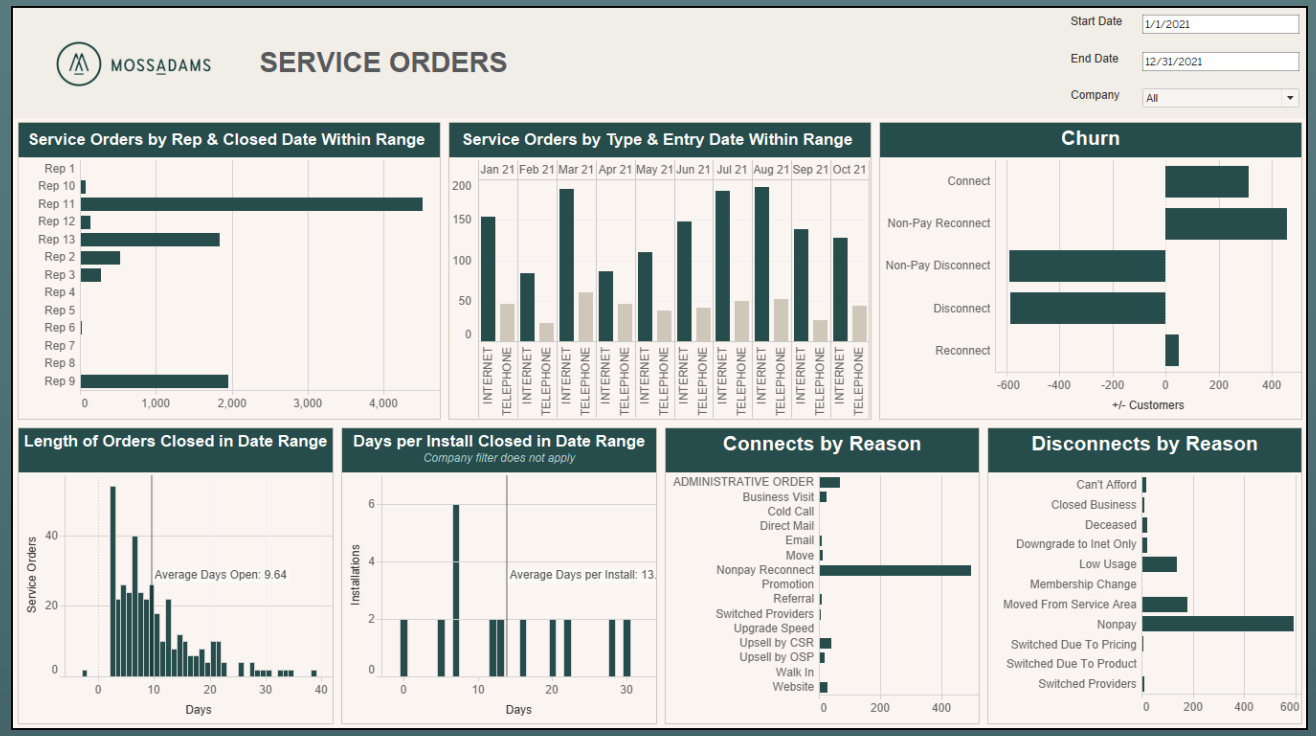
	December 2019	December 2020
Total Assets	$89,252,930	$121,547,152
Total Equity	41,036,733	43,747,460
Total YTD Revenues (for BS)	7,116,209	8,992,979
Total YTD Expenses (for BS)	5,623,186	8,190,262
Net Income (Loss) for BS	1,493,023	802,717
Total YTD Unrealized Gains	$246,810	($30,311)
Adjusted Net Income (Loss)	1,246,213	833,028
ROA	1.7%	0.7%
ROI	3.6%	1.8%
Adjusted ROA	1.4%	0.7%
Adjusted ROI	3.0%	1.9%
Working Capital Ratio	7.84	5.05

Data Access Drives Perception

And Perception drives adoption

Data must be accessible to those who need it for it to be useful

Data must be useful for it to produce insight



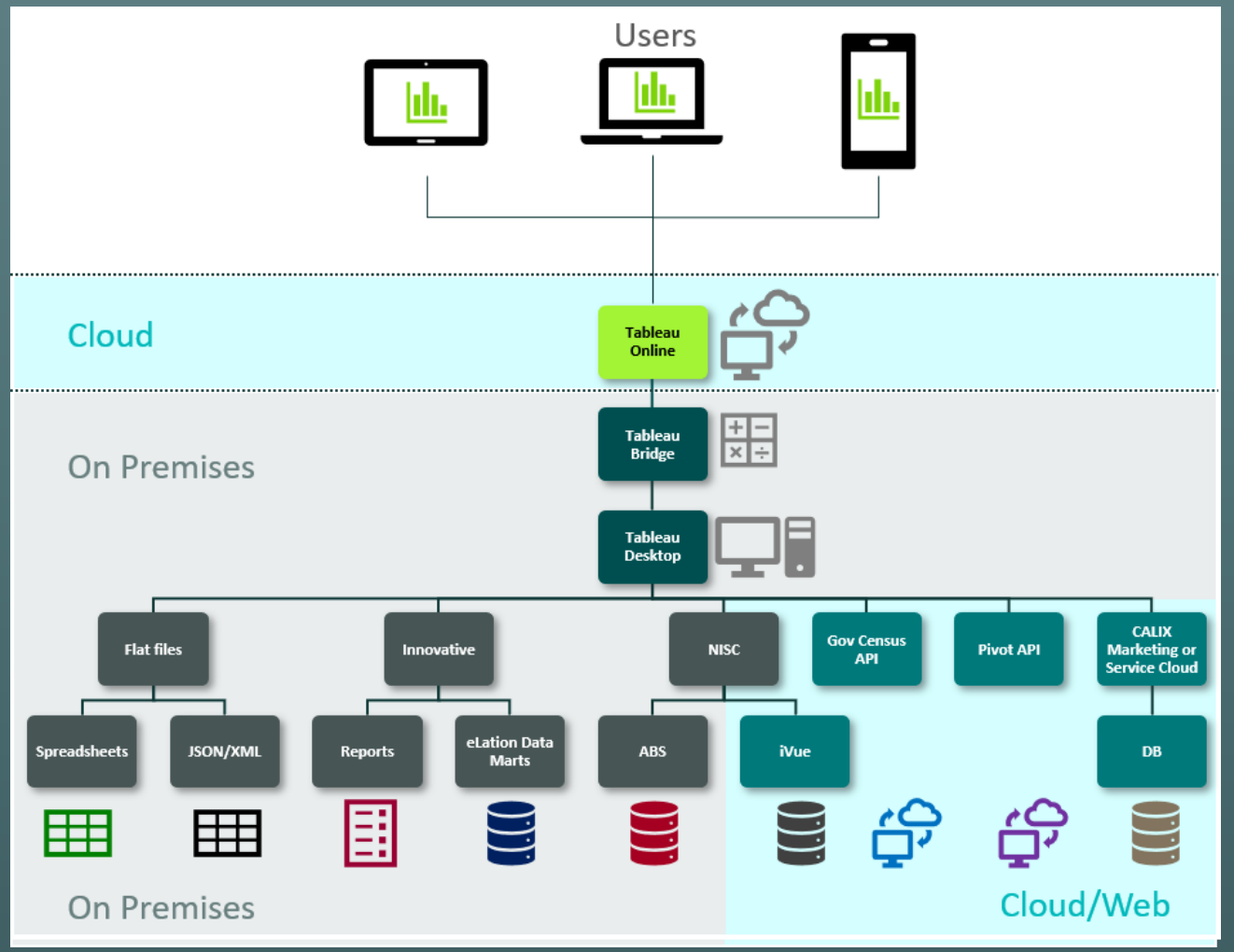
Trust in the Data and Systems

Users must have a stake and a voice

The data engineer / database administrator is not the end user

There is a need to understand the *How* and *Why* a system is connected the way it is…but not get bogged down with it

Yes, there are modern tools for this!

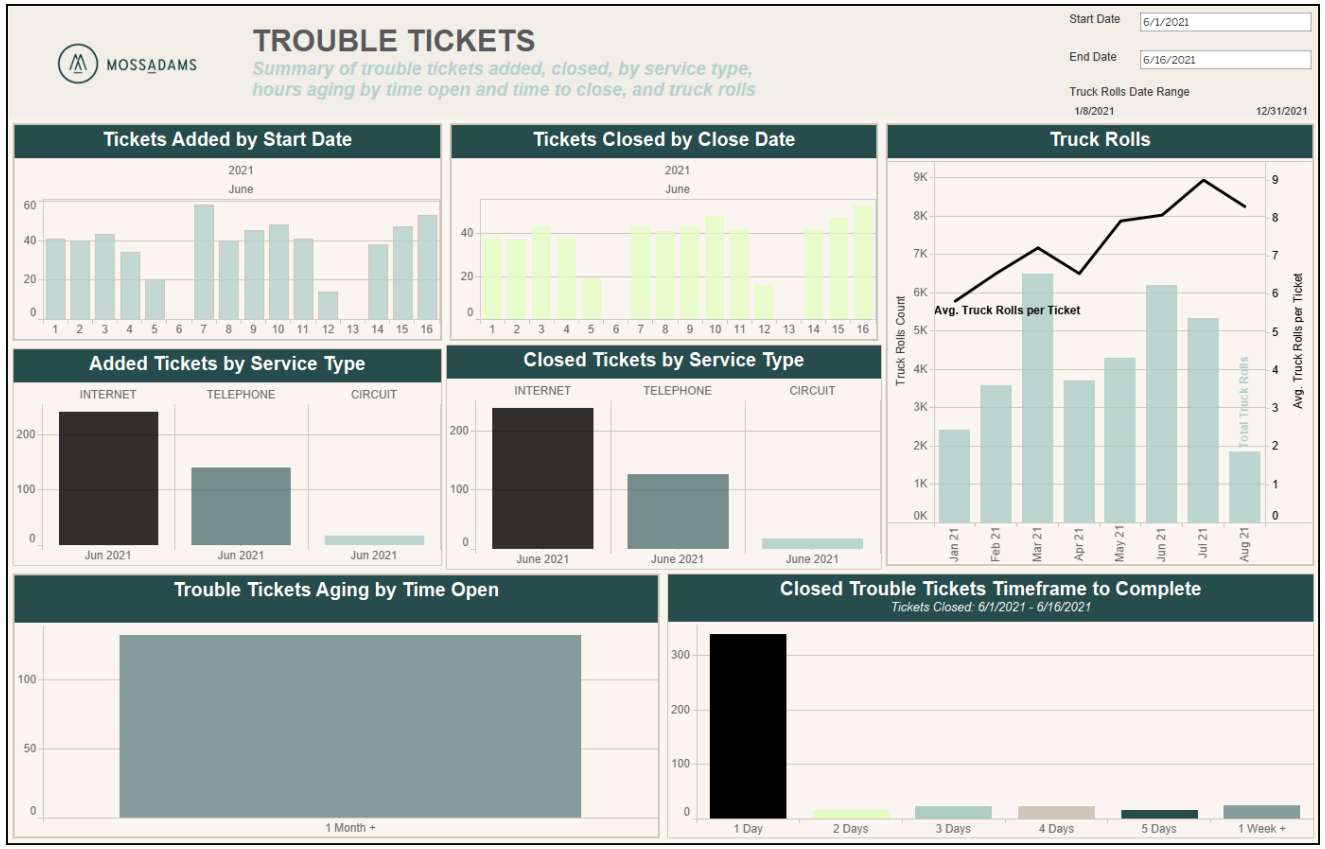


Context is Where Business and Tech Meet

- The essence of Business Intelligence (BI)

- Business Questions
- How much / many?
- Where?
- And with Whom?

- KPIs that meet YOUR needs must be built in the context of YOUR use case



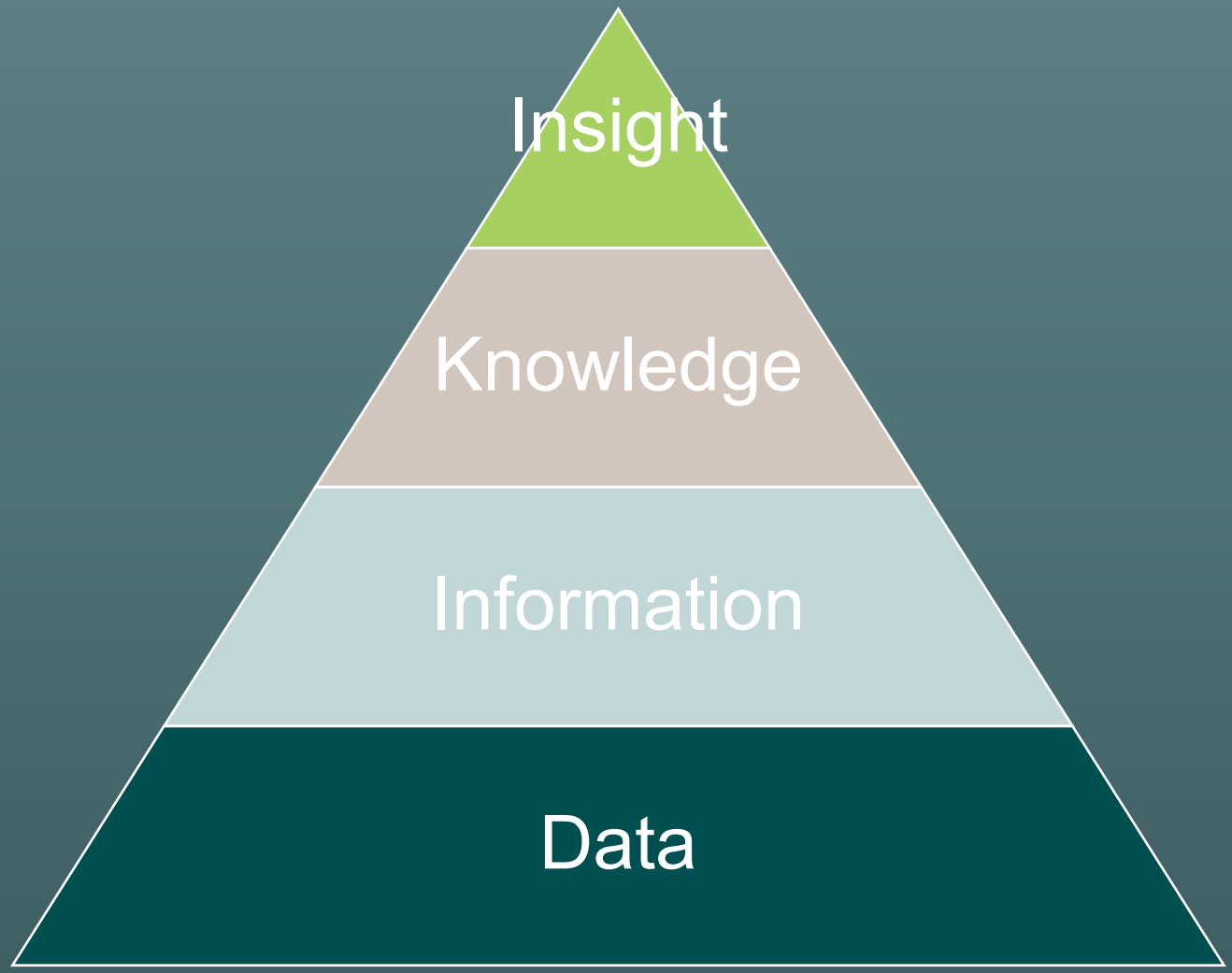
Insight is the Pinnacle Task

Built on a good foundation

From good information

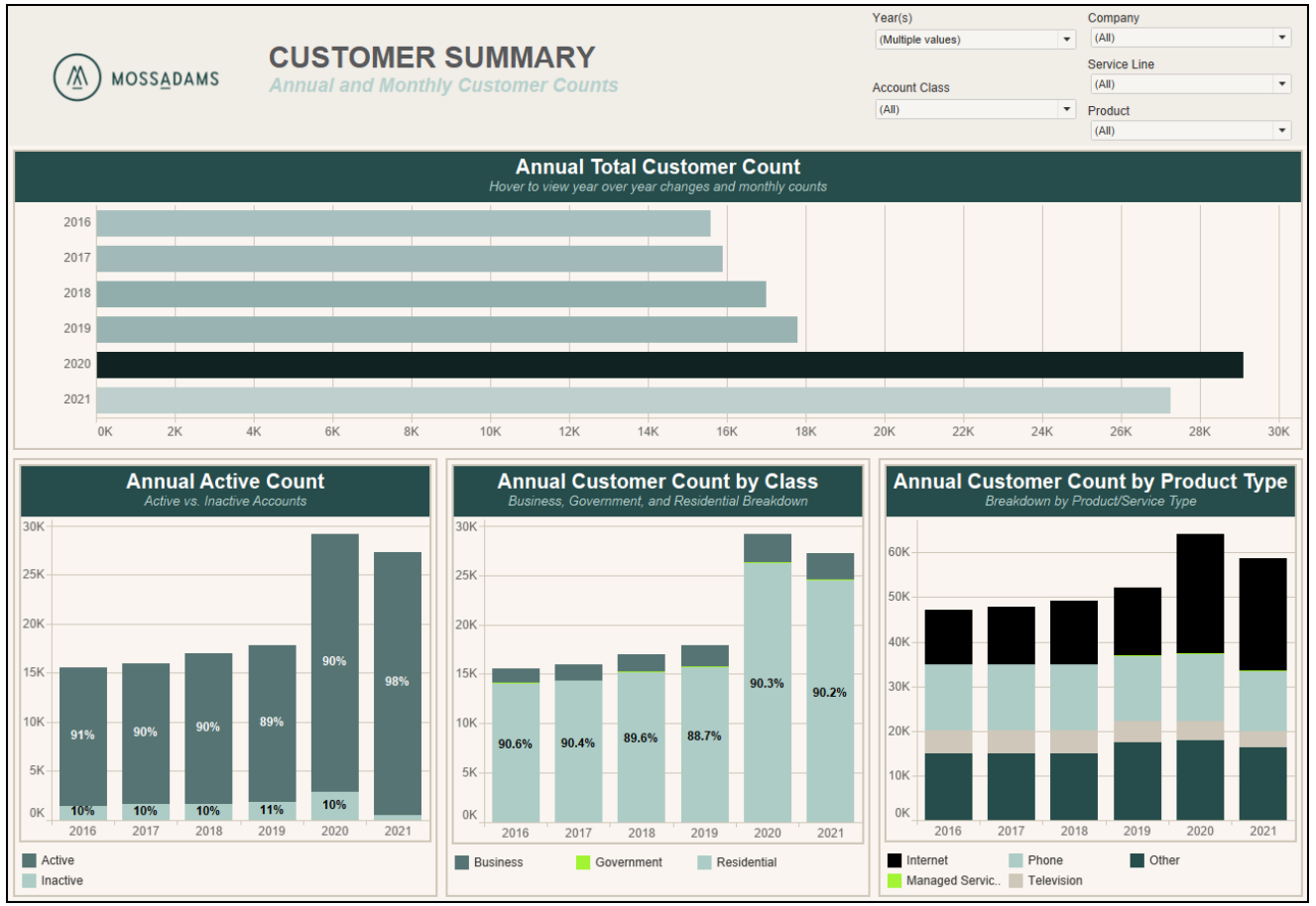
With knowledgeable people

Who can use their experience to take the next steps



Acting on Insights

- No amount of data can contact a customer / technology on its own won't solve any problems
- Adoption will ride on Access & Usability
- Mindset of the way we've always done it:
  - A stack of papers
  - Clicking buttons
  - VS using dashboards
- Digital transformation will require us to rethink this



Insights are Different

For each team

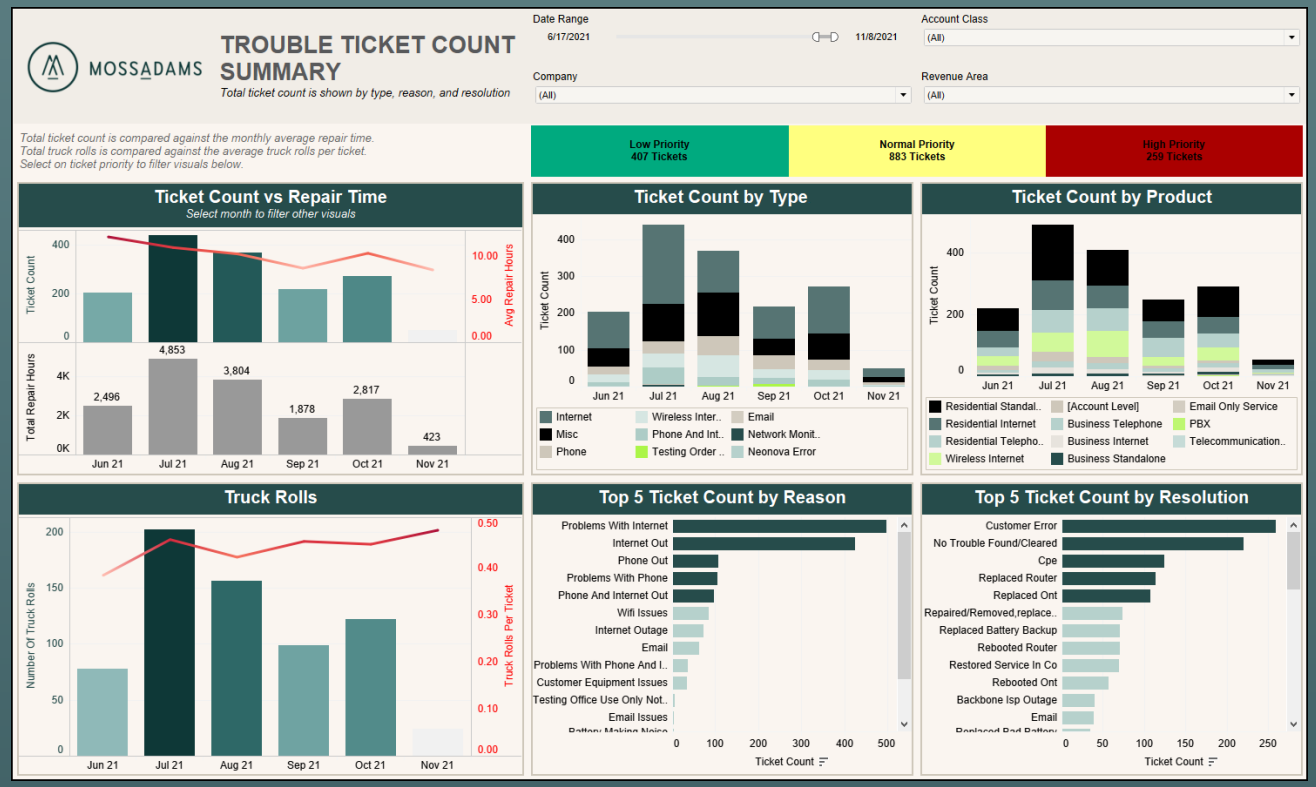
For each team member

Getting data to the end user is essential to getting value from the data

Data is Beginning to be Seen as an Asset

- Many ways to leverage data for financial gain

- Insight and awareness of:
  - Tasks queued
  - Time to service
  - Troubled areas
  - Troubled services
  - Labor costs & utilization
  - Something else/new/novel



2020 Benchmark Data

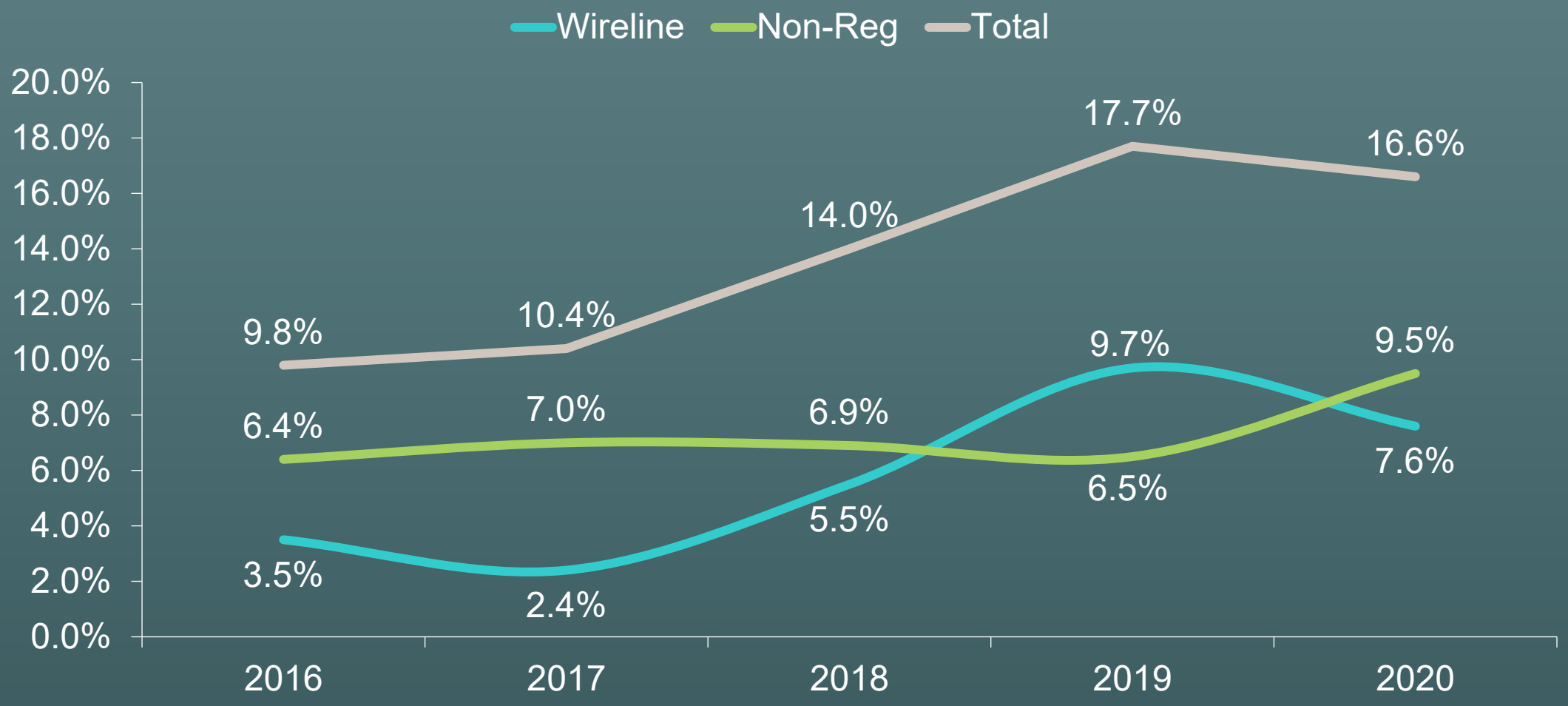
What made 2020 unique?

- Second full year of ACAM-II (4th for A-CAM/AK-Plan)
    - Year to year revenues and margins
- COVID Lock-downs and other disruption
    - Additional costs to operations
    - Free service
    - FCC's Keep Americans Connected pledge
    - Service upgrades
- Paycheck Protection Program (PPP) Loans
    - Some forgiven by year end, some not
    - Differing treatment of loan forgiveness
- Federal and State Grants (CARES Act and others)

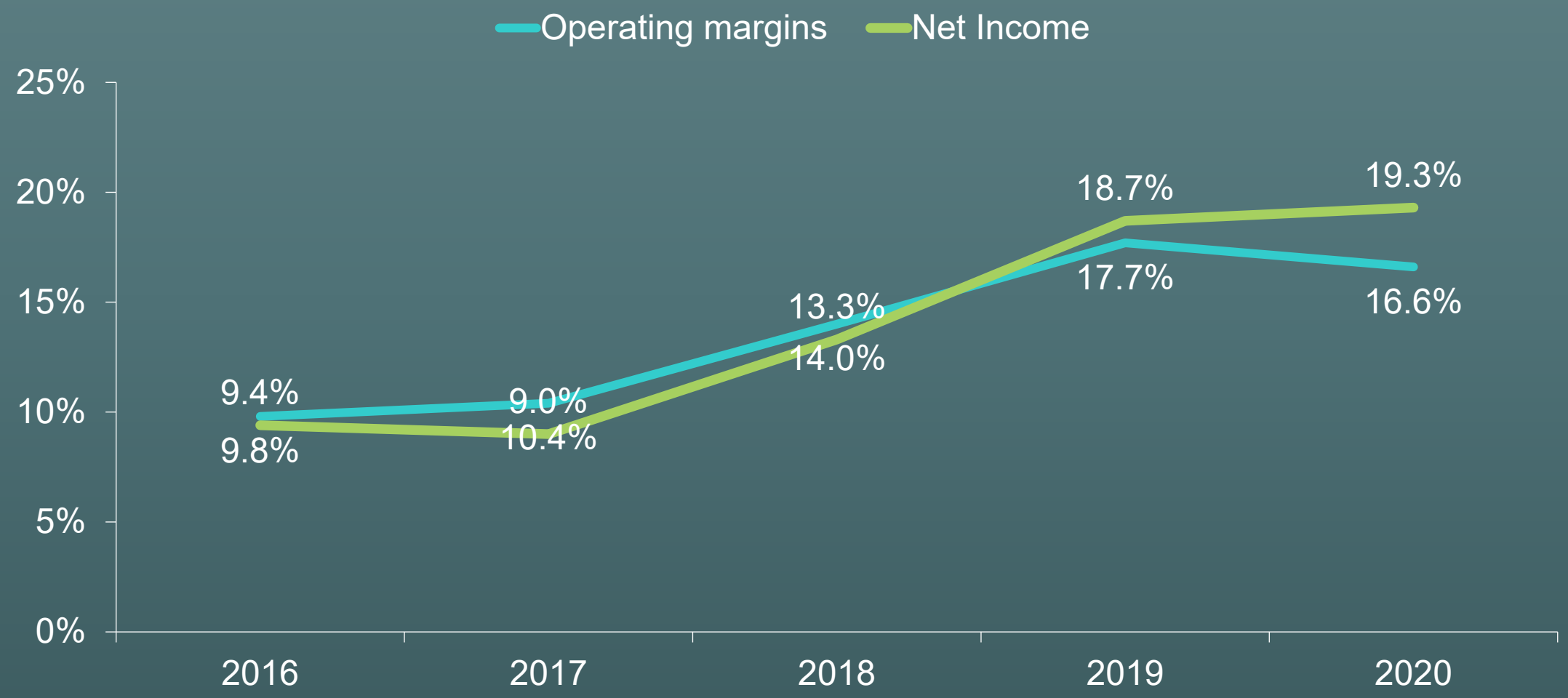
What stands out for 2021 and 2022?

- Supply chain issues
- Labor shortages
- Inflation
- Federal and State Grants (CARES Act and others)
- Revenue growth slowing
- Ability to sustain profitability

Benchmarking – Operating Margins



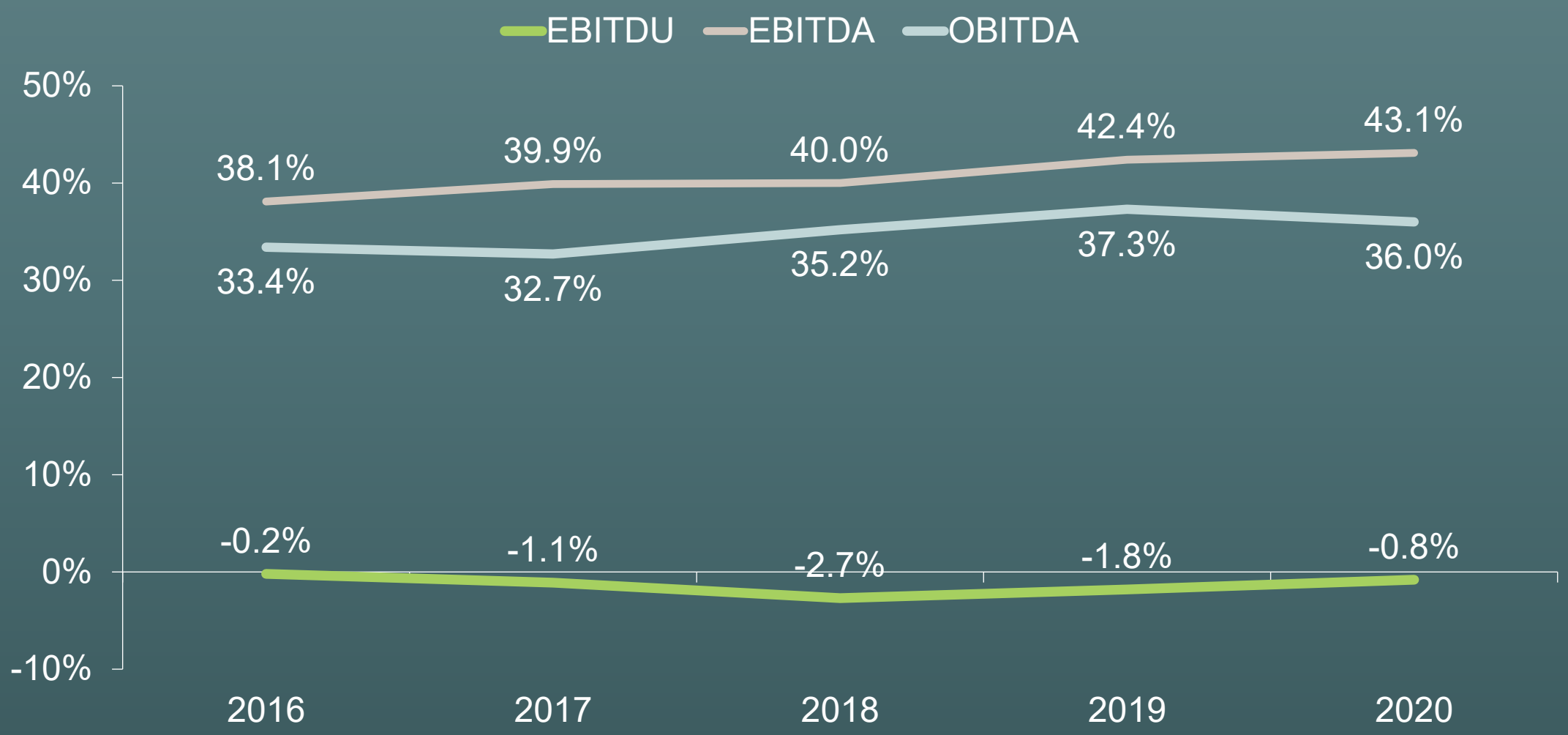
Benchmarking – Operating and Net Income



EDITDA less USF for 2020

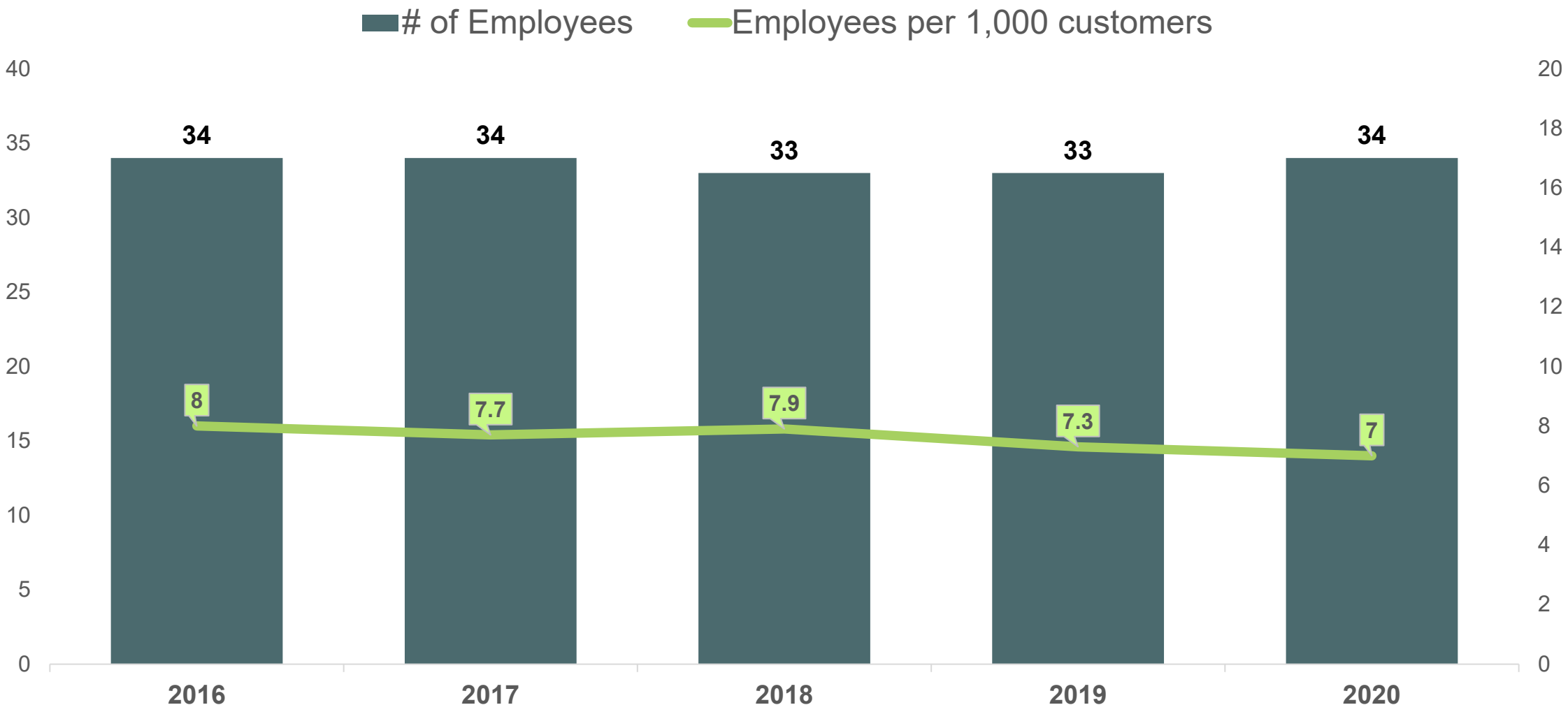
Controlable revenue and expense view (EBITDU)	1st Q	Median	3rd Q
Whole Dollars (in thousands)			
Total operating revenues, less USF	$2,355	$5,967	$17,467
Total operating expenses, less depreciation	$3,282	$6,953	$16,752
Total controlable operating margins	**($730)**	**($115)**	**$1,665**
As a Percentage of total operating revenues			
Total operating revenues, less USF	50%	63%	73%
Total operating expenses, less depreciation	56%	64%	73%
Total controlable operating margins	**(15.6%)**	**(0.8%)**	**8.3%**
Growth from prior year			
Total operating revenues, less USF	(2%)	5%	13%
Total operating expenses, less depreciation	(1%)	4%	9%
Total controlable operating margins	**(30.8%)**	**6.2%**	**54.3%**
Per average connection (annually)			
Total operating revenues, less USF	$1,400	$1,816	$2,560
Total operating expenses, less depreciation	$1,426	$1,971	$3,045
Total controlable operating margins	**($541)**	**($32)**	**$258**

Benchmarking – Historical EBITDU as a %

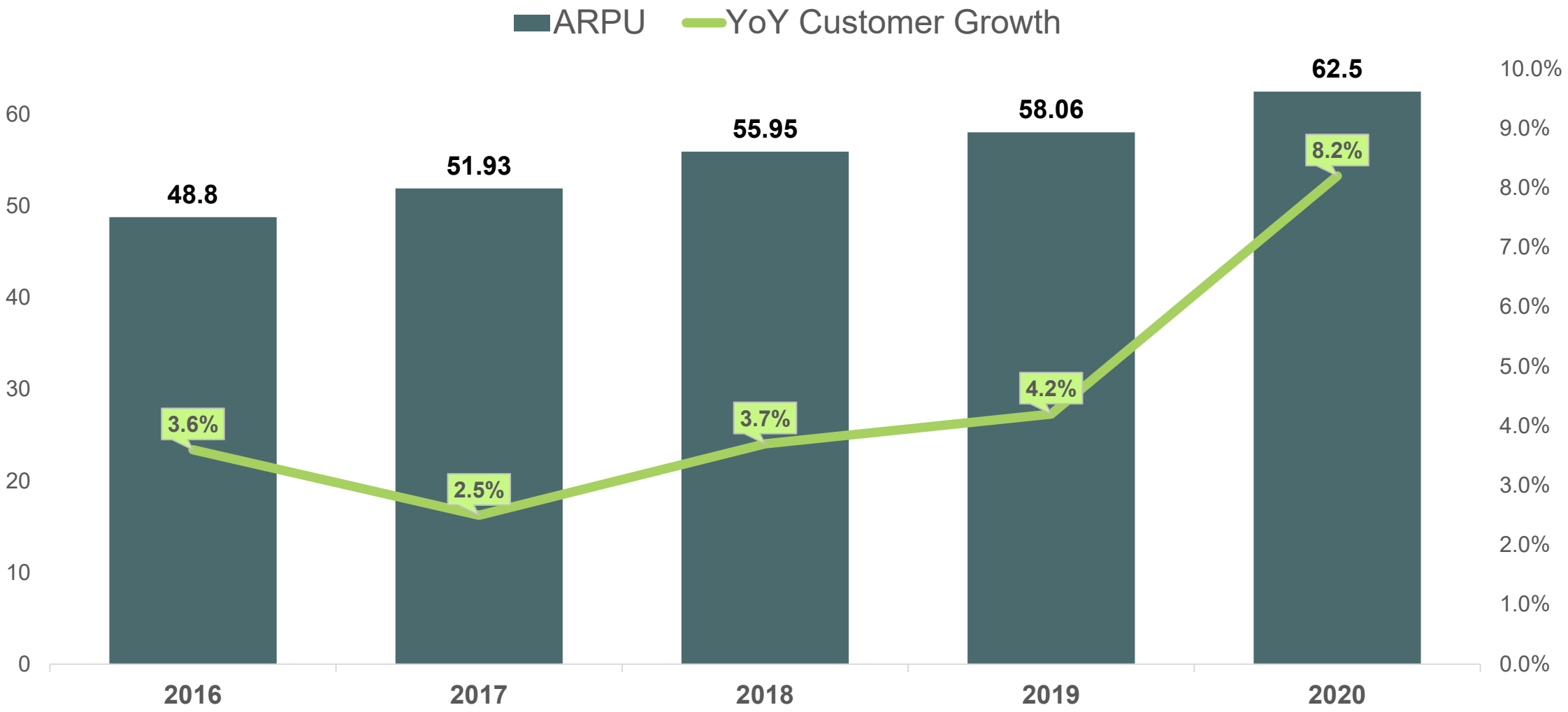


Labor Force

(Employee Count & Employee per 1,000 Customers)



Internet Metrics
(customer Growth and ARPU)



Selected Examples

How do I increase revenue?

Overlay billing data with network data for a targeted sales effort

Customer appreciation plan for significant customers

ARPU Trends

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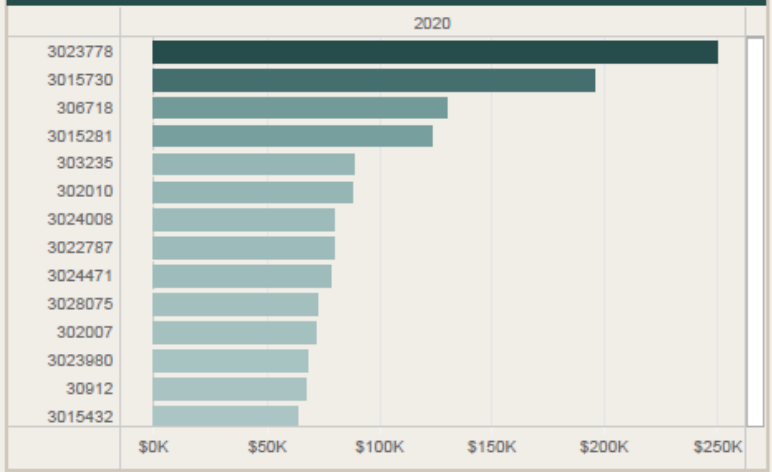
Billings and ARPU

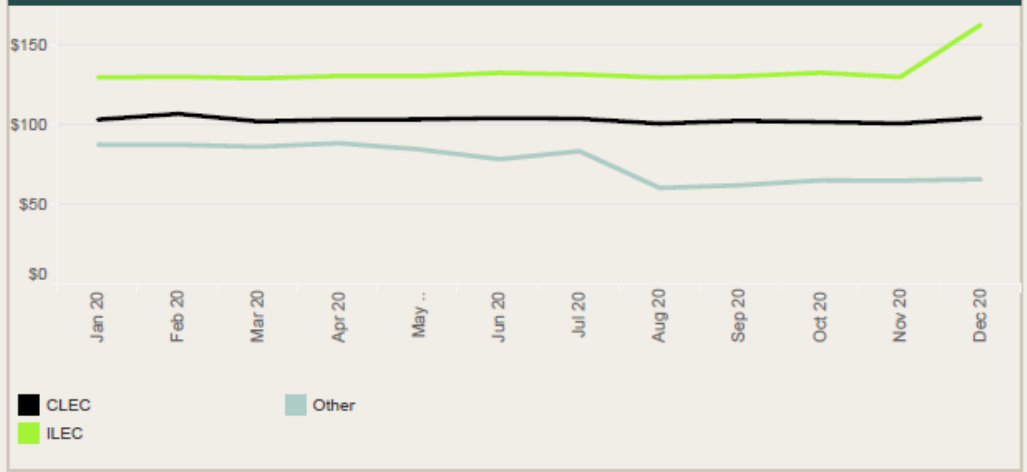
Summary of billings and ARPU by customer, class, product and service line

Select Company	Select Account	Select Service Line	Select Account Class	Select Product	Start Date	End Date
All	All	All	All	All	1/1/2020	12/31/2020

Billings by Customer

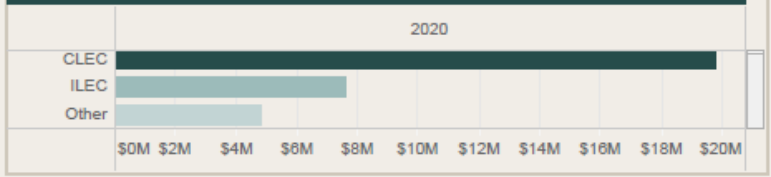


Service Line - ARPU Trend based on Selected

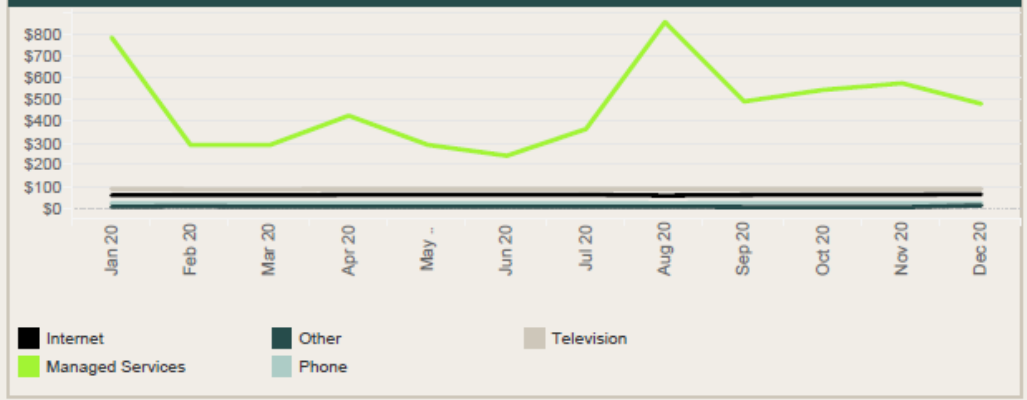


Billings by Class

Billings by Service Line



Product - ARPU Trend based on Selected



Are we efficient? Am I using resources in the right areas?

- Trouble ticket trends
  - Employee training opportunities
  - Customer satisfaction
  - Identify areas the network is aging

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Trouble Tickets

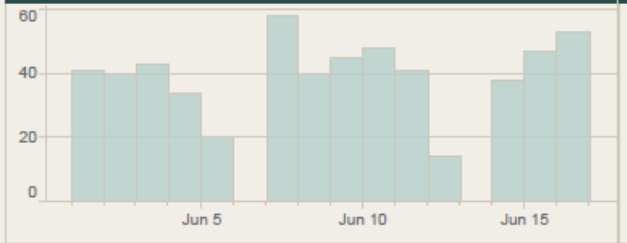
Summary of trouble tickets added, closed, by service type, hours aging by time open and time to close, and truck rolls

Start Date
6/1/2021

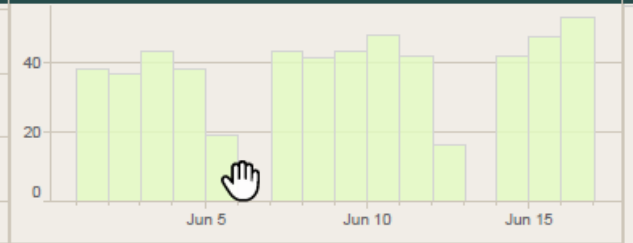
End Date
6/16/2021

Truck Rolls Date Range
1/8/2021 to 12/31/2021

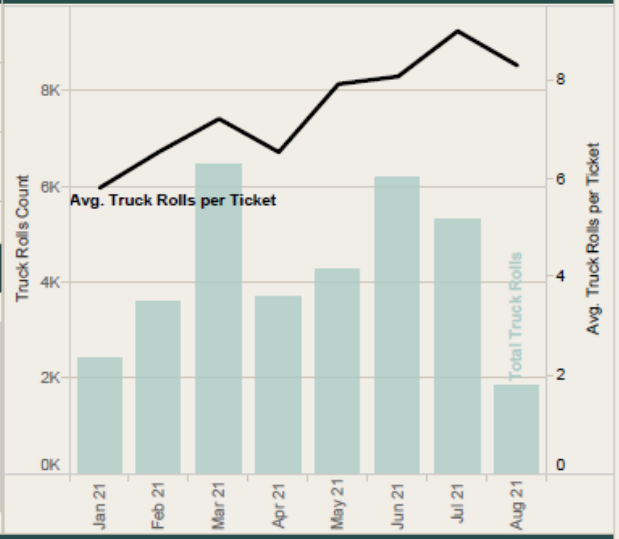
Tickets Added by Start Date



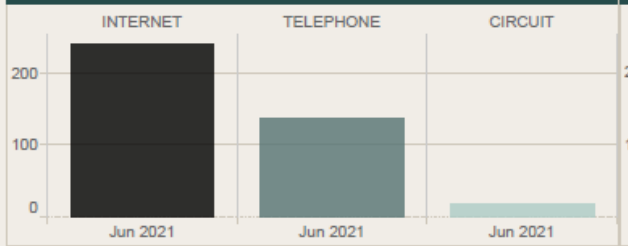
Tickets Closed by Close Date



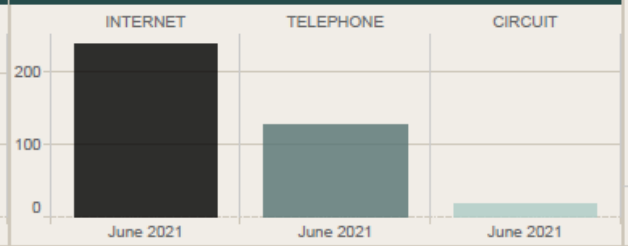
Truck Rolls



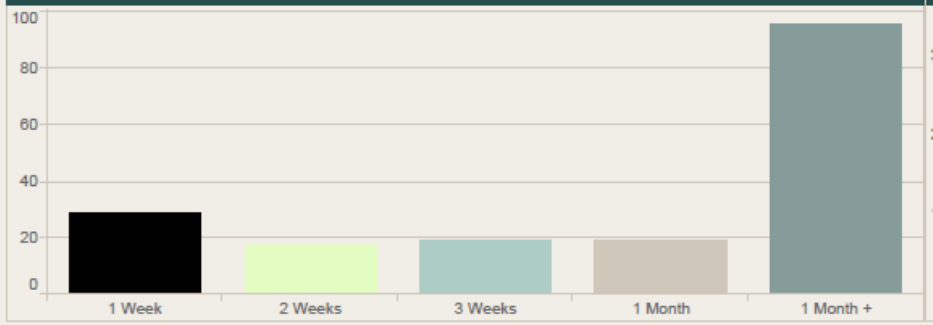
Added Tickets by Service Type



Closed Tickets by Service Type

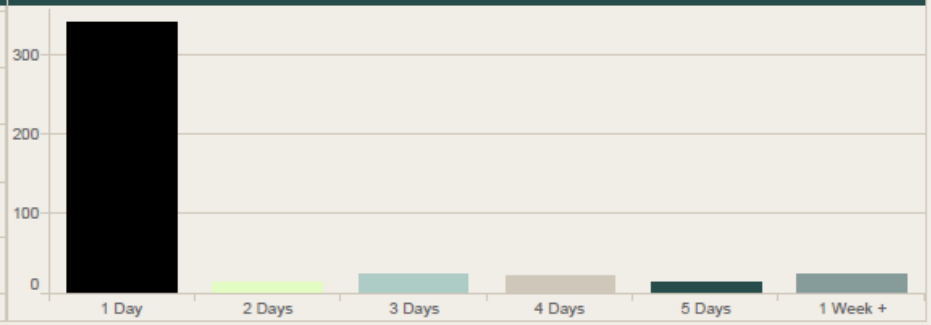


Trouble Tickets Aging by Time Open



Closed Trouble Tickets Timeframe to Complete

Tickets Closed: 6/1/2021 - 6/16/2021



Do I Have the Right Mix of Employees Doing the Right Things?

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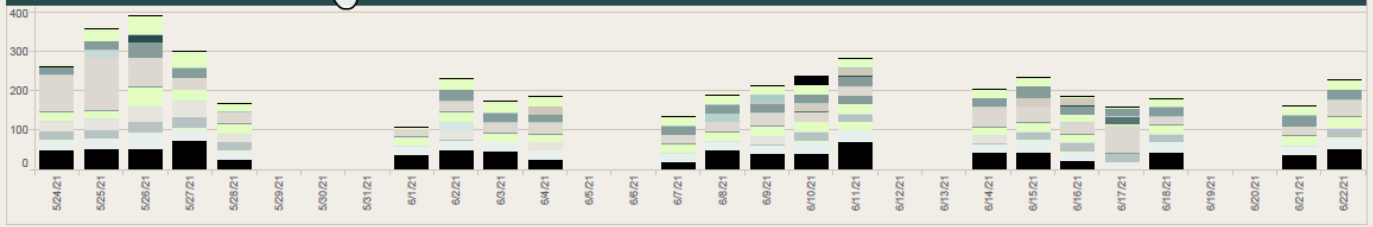
Employee Workflow

Service Orders and workflow tasks closed and completed by rep for the month selected

SO Close Date
5/24/2021 to 6/22/2021

Service Orders by Day of Month Closed by Rep



Tasks Completed Date Range
6/1/2021 12:00:00 AM to 9/1/4167 11:59:59 PM

Service Type
All

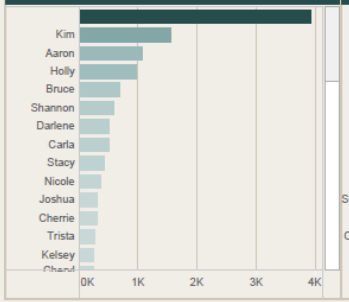
Rep
All

Workgroup
Multiple values

Task
All

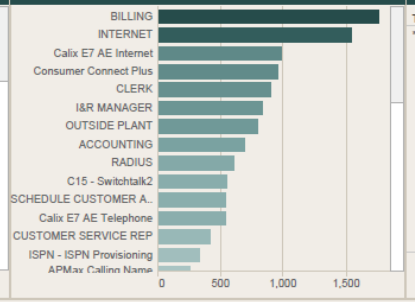
Completed Tasks by Rep

Click on a rep below to filter other visuals



Completed Workflow Tasks

Click on a task below to filter other visuals



Closed Service Orders D

Detail shows completed tasks and time taken to co

Task Desc	SO Number	Entry Date	Completed
*	710468	6/24/2021	6/24/2021 10:08:07 AM
	710469	6/24/2021	6/24/2021 10:08:10 AM
	710470	6/24/2021	6/24/2021 10:08:12 AM
	710471	6/24/2021	6/24/2021 10:08:16 AM
	710472	6/24/2021	6/24/2021 10:08:17 AM
	710473	6/24/2021	6/24/2021 10:08:20 AM
	710475	6/24/2021	6/24/2021 10:08:25 AM
	710476	6/24/2021	6/24/2021 10:08:28 AM
	710477	6/24/2021	6/24/2021 10:08:31 AM
	710478	6/24/2021	6/24/2021 10:08:33 AM
	710481	6/24/2021	6/24/2021 10:08:38 AM

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Personnel

Annual and Monthly Payroll fluctuations by Company, Department, and Employee

Year to date payroll totals for the prior 3 years are shown and compared below annually and monthly on a company and department basis.

Use filters below to select company, specific employee ID, and YTD month end.

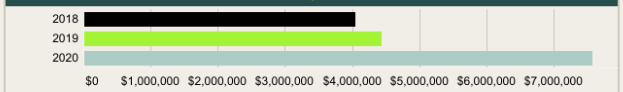
Select Company
All

Select Employee ID
All

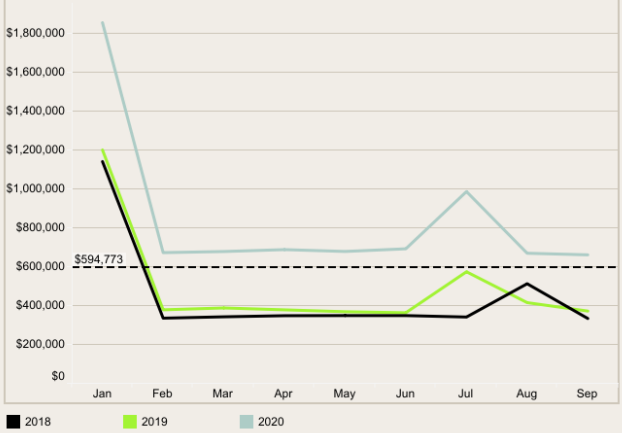
Enter Month End
September 2020

YTD Payroll Fluctuation for All for Prior 3 Years

Click each year below to view payroll fluctuations on a monthly basis. Hover to view $ and % changes year over year.



Monthly Payroll Fluctuation



YTD Department Payroll Fluctuation for All for Prior 3 Years

Click the department or year below to view payroll fluctuations on a monthly basis. Hover to view $ and % changes year over year.

How Do I Streamline Financial Reporting?

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Margin Analysis

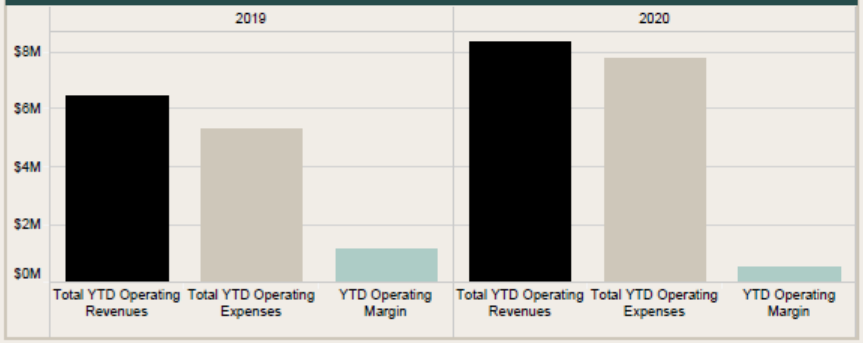
Select Company
All

Month End Date
December 2020

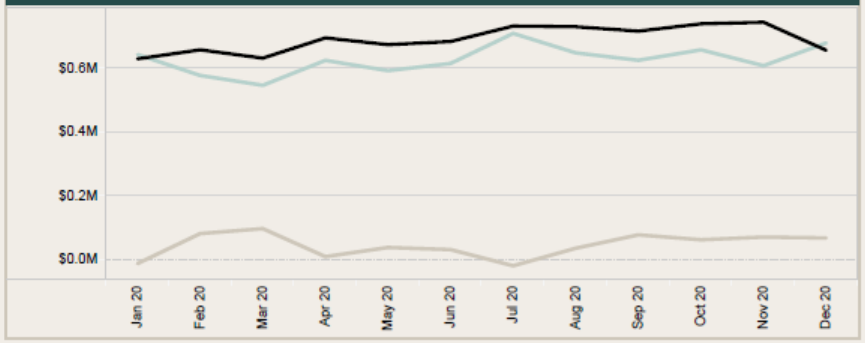
2020 Gross Margin %	December Gross Margin %	2020 Net Margin %	2020 Net Margin % excl. Unrealized G/L	December Net Margin %	December Net Margin % excl. Unrealized G/L
6.5%	10.3%	9.7%	10.0%	35.9%	31.7%

GROSS MARGINS

YTD December 2020 Year over Year Comparison

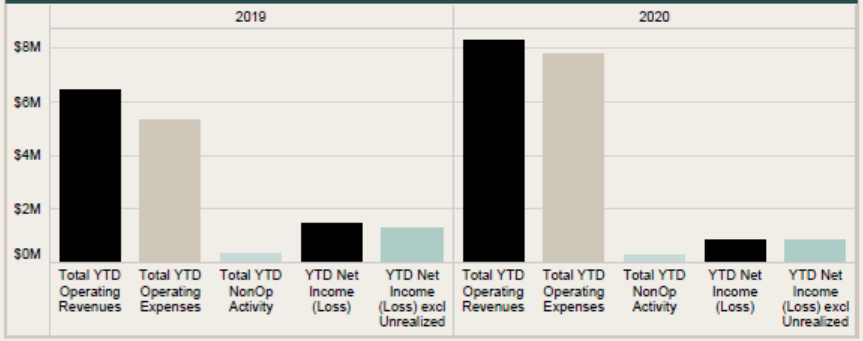


Comparison by Month - TTM

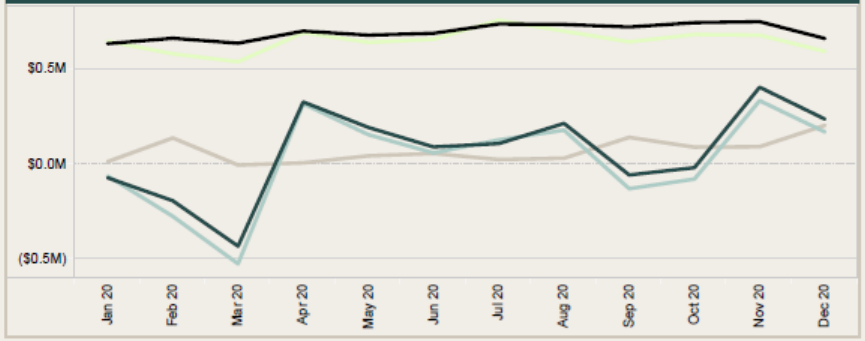


NET MARGINS

YTD December 2020 Year over Year Comparison



Comparison by Month - TTM



THANK YOU