

APPENDICES

Appendix summary

Appendix number	Document	Details
1	Researchers "diary" of events	A record of the main activities and events that took place throughout the course of the case study
2	Letter to potential case sites	Letter of introduction to the research project
3	Letter to GM at SD	Follow up letter to SD arranging a meeting to discuss the project in detail.
4	Coding and interview topic guidelines (protocol questions)	Questions/issues, coding and procedures to be followed in the case study. Overarching questions and issues surrounding the 3 components of market orientation.
5	Competitor orientation	Example of a range of possible scenarios of competitor orientation within an organisation
6	Interfunctional coordination	Example of a range of possible scenarios of interfunctional coordination within an organisation
7	Case notes	Example of GM description of production process during walk-through of operations. References to "brief sheet" and variations in jobs and production processes
8	Interview transcript notes	Notes (and coding) made on interview transcripts while listening to audio tapes of respondent interviews.
9	SD Marketing brochure	High quality, colour brochure initiated by the GM. The brochure highlights additional product "attributes", for example, Direct-to-Plate technology, for customers.
10	Bureau (or "brief") sheet	Document developed by GM to gather specific details regarding customer job specifications.
11	Job sheet	Main document to initiate production of the job - incorporates information from the bureau sheet.

12	Product attribute summary	Table summarising the product attributes most frequently identified by respondents in all functional areas at SD.
13	Operating (profit & loss) statement	Key document provided by AC to GM and discussed monthly.
14	Key industry statistics - services to printing in Australia	Industry statistics sourced from IBISWorld research services - incorporating Australian Bureau of Statistics data.

Appendix 1

Researcher's "diary" of events/stages/procedures

Event/stage	Event	Details
1	Letters to potential case sites	Letters sent to 2 potential case sites where potential access was reasonable
2	Pre case-study discussion with GM	Meeting with GM of SD - discussed research in broad terms and potential to access SD.
3	Follow-up letter to GM	Letter to confirm research topic, agenda for undertaking the study and first meeting date
4	Visit (1) to SD	Meeting with GM. Walk through SA offices and operations and then to SD offices and operational area. Spend afternoon with GM, met PM and SM and several production staff. Review and discuss "new" SD marketing brochure; top 20 clients. Conversation continued in the work environment; able to observe PM and SM talking about jobs - prices, problems in production scheduling. Many calls from SR's and customers to GM.
5	Visit (2) to SD	All day at SD. Continued GM interview in work environment; same pattern of PM, SM, telephone and assistant discussions with GM - mainly to do with client queries. GM walked me through the process of receiving and processing a job. Discussed bureau sheet and linkages to production ops. Quick chat with production "Mac" operator while GM with PM. "Mac" operator clearly proud of his "state of the art" technology. Learned the fundamentals of the process and technologies. Took a tour of production at SA with GM to see a recently completed direct-to-plate job and comparison to film equivalent. Talked on competitors and reviewed competitors price lists which had been obtained by the SR's. Arranged meeting for next week with PM
6	Visit (3) to SD	One week later and a brief re-cap with GM about some of his previous comments and to fill in some gaps in my understanding. Rest of day with PM; some initial talk (same pattern of

		<p>interaction as with GM) followed by a journey through SD production process. Confirmed the information observed and discussed when GM gave a similar walk through. PM very much focussed on the quality of the finished (graphic) quality and meeting client delivery requirements. Confirmation of the important role that the bureau sheet played in production scheduling and error reduction. Finished day with GM who took me to SA and introduced me to AC. Meeting arranged for next week.</p>
7	Visit (4) to SD	<p>Following week - quick chat to PM (clarified a few issues from previous meeting) and GM before meeting with AC. Spent most of the day with AC and reviewed and discussed a number of accounting documents - SR performance report, customer sales report (top 20), profit and loss reports - and reviewed the process of formulating job costs and cost rates. AC conversation focus on the history of SA and absence of accounting information prior to his appointment. Only the profit and loss report available to be copied - others "too confidential".</p>
8	Visit (5) to SD	<p>Returned to confirm with managers my general understanding of how things took place at SD. I seemed to have comprehended most things reasonably well.</p>
9	Meeting with GM	<p>A later, unofficial meeting, with the GM provided the opportunity to discuss my initial thoughts about SD. GM concurred with most and indicated that the AC had left SA. Also, W, one of the founders and a director of SA had also left.</p>
10	Meeting with GM	<p>Invited by GM to SA offices - GM had now been transferred to SA as operations manager. Talked about product costing as some suspicion of accuracy of current system figures.</p>

11	Visit (6) to SD	18 months after previous site visit. Interview with SM in working environment. Chance to meet new GM and observe production operations. Same location and essentially the same technology being used in production. SM able to re-cap changes at SD over last 18 months.
12	Meeting with GM of SA	Invited to discuss my findings with GM of SA. In general conversation he indicated that SA and SD did not have as clear a picture of market segments and cost/profit information as they would like. He was keen for me to discuss the type of accounting information that could be used to provide more "accurate" costing of jobs. Competition had increased in the previous 2 years.

Appendix 2

3 December 1997

Dear,

I am writing to seek your assistance regarding a major research project that I am currently undertaking as a part of my PhD. Given the hectic time demands of business, I thought it perhaps preferable to briefly outline my project and in what way I am seeking assistance prior to telephoning you to discuss this matter.

My research involves looking at the way in which marketing and management accounting information is integrated and used in determining competitive advantage. In particular, I am interested in examining this aspect at a product market level. By way of background to this research, I have spent some considerable time reviewing contemporary business and academic literature on marketing and management accounting with an emphasis on strategic issues. It is apparent that while both of these disciplines have similar strategic orientations, the integration of the marketing and accounting disciplines is not well addressed.

To better examine business practice and to develop knowledge in both practice and academia, my project will examine and detail the way in which leading organisations use accounting and marketing information in strategic product decision-making. I seek your assistance by way of access to your firm in order to undertake this project. This access would involve discussions with those involved in strategic product decisions and in examining the type of marketing and accounting information called upon in the process.

This is but a brief overview of the project but I trust will give some idea of what is involved. I look forward to discussing this further with you and will telephone you next week with a view to arranging a suitable time.

Yours sincerely,

Robert Inglis
Senior Lecturer

Appendix 3

23 January 1998

Mr Gary
General Manager
S. D.
859 Plumtree Road
P.O. Box 111111

Facsimile :

Dear Gary,

Re : Research project.

I appreciate your interest in my current project and I believe it will prove to be of value both to your organisation and to my doctoral research. To the best of my knowledge there has not been any research undertaken in small to medium size businesses nor has research been undertaken into organisations offering a product such as that provided by your organisation. To this extent, this project is unique.

To briefly re-cap on the project, I am interested in examining the way in which accounting information is used to support the customer or marketing orientation of an organisation. Current research has shown that organisations that adopt a marketing orientation have achieved improved business performance. An important aspect of performance improvement is the use of accounting information about the costs of the product attributes or benefits required by customers. It is this process of using marketing information about customers needs and accounting information about the costs (and profitability) of meeting these needs that I wish to examine in detail.

The project will involve examining the way in which marketing (customer and competitor) information and accounting information is used in making product decisions of a strategic nature. This would require documenting the decision making processes and discussions with those involved, a review of the type of marketing and accounting information used, and where possible, observation of meetings where product/customer reviews are being undertaken.

I propose the following agenda for the project and would welcome your view as to whether this is suitable:

1. Company and product overview.
 - Discussion with General Manager about the size and nature of the business operations and the range of products provided.
 - Discussion with General Manger about how product decisions are made and these documented.
2. A “walk through” of how a typical product is produced and supplied to the customer.
3. Discussions with personnel involved in making product decisions regarding the type of information they find most useful in making decisions.
4. Review and document the type of marketing and accounting information used in the product decision making process.
5. Where possible, observe the process of product decision making in action.

I will undertake to maintain confidentiality of all sensitive information and any information will be used only for the purposes of my doctoral studies. If you are agreeable, I would like to audio tape any discussions. This practice allows uninterrupted discussion and more fluid meetings and the same conditions would apply with regard to confidentiality.

I look forward to meeting with you on Tuesday next at 12.00. noon.

Regards

Robert Inglis
Senior Lecturer

Appendix 4

Protocol questions

Person interviewed: Gary [unclear] - Soft Digital

Position: Gen. Manager

Phone contact: 9646-5733

Overarching questions - summarise in diagram form if possible.

Can you briefly describe the organisation structure (or your position in the organisation) and the (your) responsibilities of the departments or areas?



How would you describe the type of product that you provide?

Film separations - ✓

Direct to plate - ✓

- cheaper
- quality ↑
- faster T/O.

Can you show me through a product from its start to finish?

See diagram of process.
description

Des 1.

Would you please tell me about the process involved in making strategic product decisions? For example, in determining the product which you will ultimately sell to the customer, what process takes place, who is involved and what type of information is used/needed?

- 5 products.
- Technology drives.
- Middle lower end of market
 - low^{er} cost than competitors / Slow Ads.
 - quick turn around

Channels ⇒ 90% of business to Advertisers

⇒ 10% Direct

- Need to be kept updated and span fed.
- Sales Rep to call promptly
- Quality of Work
- Turn around quick.
- * Not so much price.

Cust ① = Adult ↗

End user ② = Adult Agent ⇒ Uncle Toby's.

③ = User of the brochure uses to choose ultimate purchase.

Technical knowledge
Inform

Customer orientation

1. How do you establish the (changing) needs of your customers ?

Needs change but you need to update them on technology.

2. Who undertakes this activity? and why?

Scott digital + parent

- Sales Rep
- No market research

3. What type of information do you gather and why this type?

• Not really asked.

4. How important (say on a scale of 1-7) is this information relative to other business information?

/

5. How often do you review customer needs?

/

6. Do you ever view your customers operations and the products use by customers?

Who does this and why?

No. No time and resources.

7. How do you define a product?

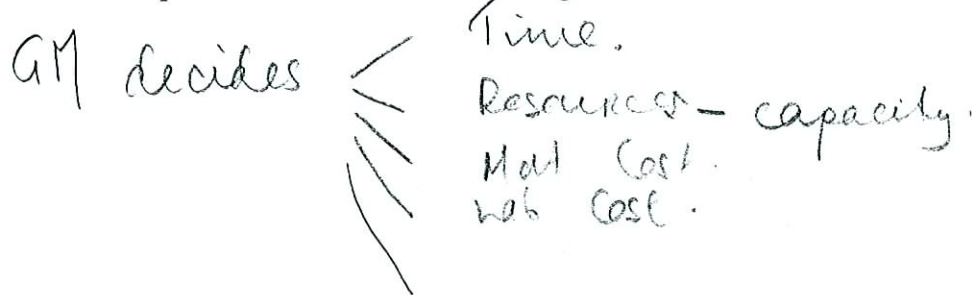
* Drink to plate.

8. Do you segment customer markets - if so how? For example, is it based on customer needs, JIT requirements, different attribute requirements, geographical area???

- ① Fast Lane - Arkco, McKay. 2-3 lanes. (low) Price
- ② Reid Lubs (books) - Cheap rate, high volume (low) Price
- ③ DDB, Clamenger - (Middle) Price
- ④ BDB - Digital Prolog - (Middle) Price

Nature same [

9. Refer to a diagram of the strategic decision - making process. Try to establish the information input about customers at each stage and establish what information is used.



Competitor orientation

Can you tell me about how you consider competitors positions in the product decision-making process?

- 3 + 4 Main Competitors.
- 10 smaller Competitors.

1. What type of competitor information do you consider? For example, do you look at the competitors capabilities in providing product attributes? Do you consider their cost positions (product or business unit)?

⇒ Via Sales force + clients.

2. Who is involved in gathering competitor information?

Sales, GM,

Why these people? —

Why this particular information? — Price

3. What do you consider is the most important competitor information to consider?

Why?  Price.

4. How is this competitor information used in the product decision making process? and at what stage in the process?

5. If competitor cost information is gathered,

who undertakes this

and how often?

6. What action is taken on competitor cost information? For example, are cost initiatives implemented?

7. Refer to a diagram of the strategic decision - making process. Try to establish the information input about competitors at each stage and establish what information is used.

Appendix 5

Competitor orientation		
Aspect	Range	
Maintenance of competitor information	None	Extensive
Source of information	Informal	Formal
Regularity of review	Ad hoc	Periodic
Information detail	Limited	Extensive
Extent of accounting information	Limited	Extensive
Nature of accounting information accounting	Financial accounting	MO
	Basic	Detailed

Range of possible scenarios - competitor orientation

Appendix 7

Processes (- GM) production

- ① Client document received
 - digital data on DISK (SYQUEST TAPE) ^{CARTRIDGE}
 - ⇒ picked up by Rep who is briefed.
 - ⇒ courier (clients or SD).

(courier charged to Scott Digital but not charged to client)

- ⇒ Gary = prefers Rep to pick-up job and have a brief sheet completed.
- See XX1
- different client software effects time and difficulty of job.

? Different jobs different costs?

- ② Job booked in - job sheet raised. see XX2

? Double handle?

③ (A) No images e.g. pictures, data T&E to server under client file. Client document opened checked for colours, etc. Run the files then image setter via RIP server (nominates screen angles). Image to processor and develop film.

(B) With image - same except via scanner and check pos. of high res image.

(C) Same as (B) but to plate not film.

Appendix 8

and his hourly rate for scanning on there is 93 dollars. On the job cost sheet for that job it will say two hours Joe Bloggs in scanning at 93 dollars is 186 dollars, that's the cost, right and that cost along with the other costs against that job is how we work out a gross margin on any particular job.

I. Right - so just going down to that question, do you provide those costings into say, Gary or one of the other General Managers for pricing purposes or do they do it themselves?

S. Umm .. the pricing thing yeah .. some the General Managers and Sales Managers have those hourly rates. How they then translate them into their sale rates is really something that I'm not 100% ^{on} - they know - they have that information then they apply whatever the best price they can get for this, so yeah - I mean they do have it and they do use it, but it's not really, I just go that plus 10% or 20% whatever, yes, anyway. This is my customer report - Jeff Simpson this is one of the reps back here, these are his customers, right - each one of these again has an actual budget ^{for variance of} ~~which earns~~ a profit percentage and a year to date the same. Then a number of jobs have been invoiced for the current period, number of jobs that are in work in progress, number of jobs that are complete but haven't been invoiced yet for some reason. Credits have been raised against those particular jobs I'd say.

I. So this is just sales isn't it?

S. Just sales.

I. Not a profit by customer but sales.

S. These are profit percentages by customer, so you can go for example to ^{or} Walt Thomson there and we're making 60% profit.

I. And how do you establish that?

S. That is - those costs that we're looking at on all of their jobs in this month - right - and all of the - I suppose it's basically all of the costs, all the invoices -

I. All those costs on this sheet.

S. Yeah.

I. They're more line items those for the total department aren't they?

S. Yeah. What will happen is - this is your job cost sheet .. customer is .. J. Walter Thomson and the job number is job number 10 - right. Costs go into it scanning, output, colour management. Right - two hours, one hour, three hours that's 100 dollars, that's 110 makes it 150. So the material (aside) 800 dollars worth of costs. Right - we then invoice this job .. let's make it a nice scenario we'll invoice for 1200 dollars, yeah right. Actually the profit on that job is 400 dollars. Now what happens in this report it accumulates all the jobs for J. Walter Thomson over the month and therefore works out

* I.
 The problem I suspect.
 Acc. Resistates
 seems unsure
 of what to say

CD

Sales driven
 CD

Job costs = Mat + Lab
 includes OH's + profit %.

111

Acc. quickly shifts on to the next print

✓

✓

✓

100
 110
 120
 130
 140
 150
 ✓

CD CPA

Appendix 9



Digital

Fast, efficient
digital services
within your reach.

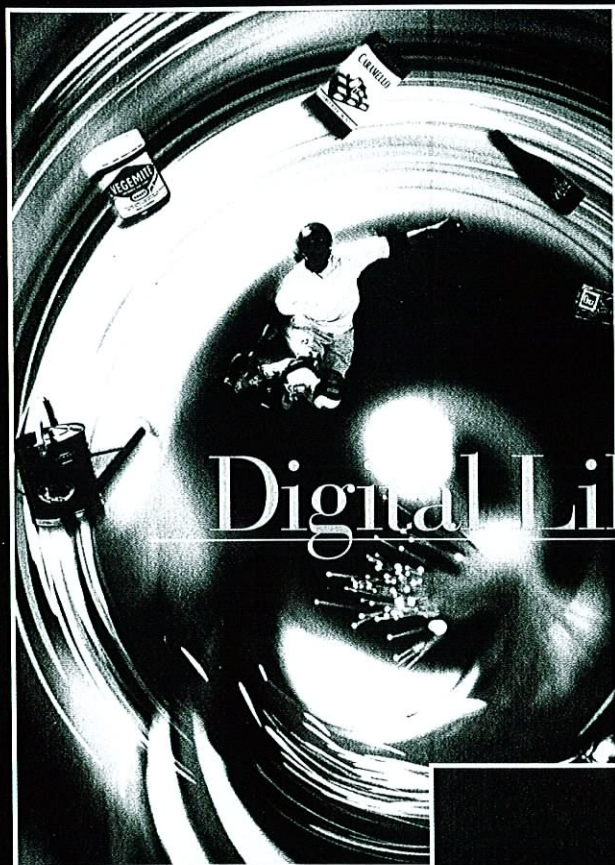
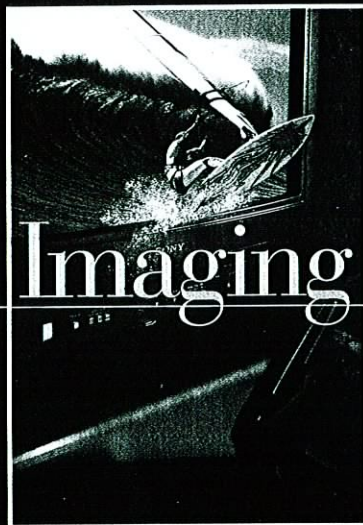
Digital Photography and Library

Digital photography (Online Studios) adds new creative possibilities while cutting costs and approval time.

We can give you access to a digital library, where thousands of high resolution reproduction standard images are available 24 hours a day on-line.

Creative Imaging

*Making your
dreams a
creative reality*

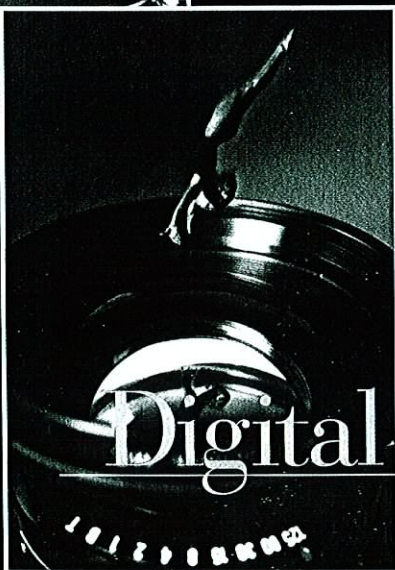


Digital Library

*Thousands of
images at your
fingertips*

Creative Imaging

If your images require something special, Creative Imaging may be the solution. We have had more than ten years' experience in retouching and creative imaging using both traditional and digital methods. Combine this with some sophisticated technical equipment and a team of talented artists who will respond to a challenge, and you can be confident we'll make your dreams a creative reality.



*Transforming your
ideas into digital
perfection*

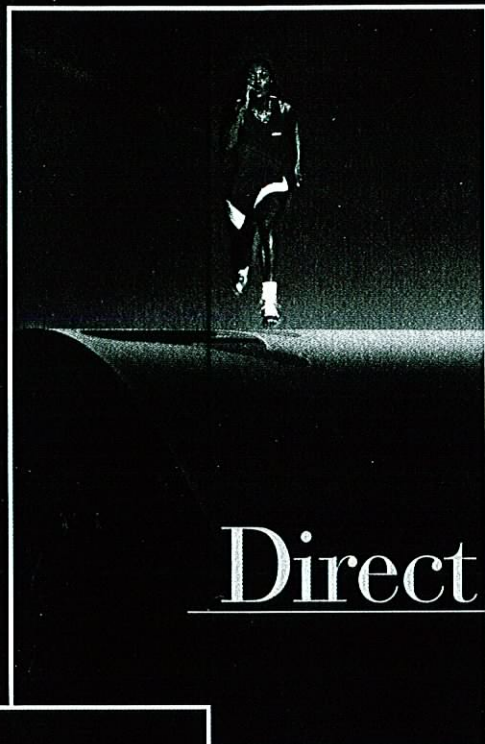
Digital Photography

Prepress Services

High quality is the only kind-of product we deliver, but we can deliver it quickly thanks to our Hell 3000 scanners, Apple Mac workstations, imagesetters and digital proofing equipment.

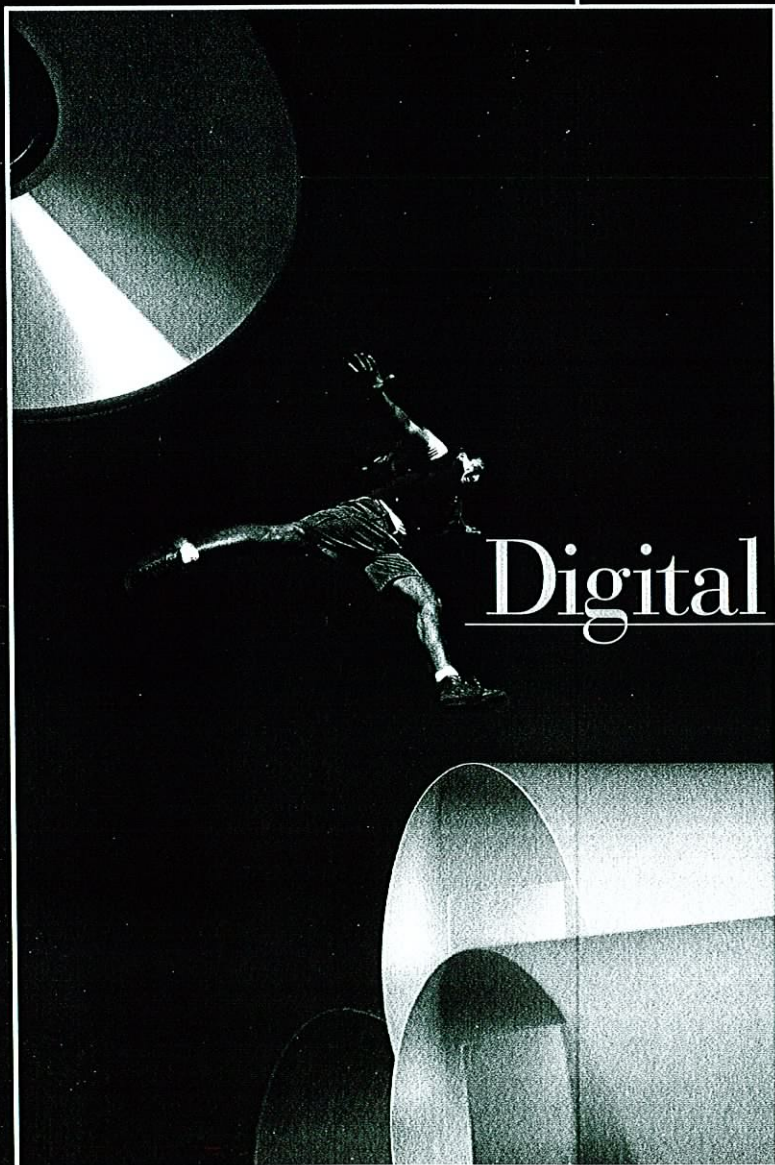
We can produce film up to 1100mm x 1150mm.

> And if it's urgent (when isn't it?), you'll be pleased to know we're set up for overnight and weekend work, with no compromise on quality.



Saving time and improving quality

Direct to Plate



Digital Printing

Direct to Plate Technology

Direct to plate printing cuts time consuming stages from the printing process. Time is saved because there is no more imaging to film or manual proofing of film. Greater accuracy is achieved by eliminating human and technical errors.

Brilliant digital colour printing straight from disk

Digital Printing

From disk to paper the Digital Centre prints everything from small leaflets to large format posters and displays. Ideal for short runs and tight turnaround times where a high quality finished product is required.

Appendix 10

BUREAU SHEET

Company: _____ Phone: _____

Date: _____ Order No: _____ Job No: _____

Job Name: _____

When Required: _____ Contact: _____

JOB DETAILS

- Software Used: Macintosh PC
 QuarkXpress Photoshop Illustrator Pagemaker
 Freehand (Please include Freehand files with eps files)
 Other (Please Specify)

Page Size: _____ Are your Laserprints correct size? Yes No

No. of Colours: Cyan Magenta Yellow Black
 PMS PMS PMS PMS Other

No. of Pages to be Output: _____ Screen Ruling: _____ Pos Neg

R/R em. up R/R em. down Offset Web Flexo SilkScreen Newsprint

MEDIA

- Floppy Disk 44mg Cartridge 88mg Cartridge 200mg Cartridge
 270mg Cartridge 100mg Zip CD Dat Tape

PROOF

- Bromide Iris Cromalin Laser B/W

CHECK LIST

- Are your Laserprints Correct? Yes No
Have you transferred all files used in the job?
(including eps files placed in Illustrator or Freehand) Yes No
Have you transferred all fonts used? (Screen and Outline) Yes No
Do you require us to trap the job? Yes No
Is there an imposition supplied with the job? Yes No

OTHER DETAILS

Appendix 11

C01 - form

XX2

Client (D04409) BTB COMMUNICATIONS PTY LTD		Job Title PBR CLUTCH		Job Number S46328
Client Contact JOANNE		Job Description SCANS X 2		Date and Time in 27/01/98 8:53
Contact Rep: BRIZZI R. Prod CGH		Key Number PB473	Order Number 7836	Date and Time Required 27/01/97 9:00

Supplied by Client on	Client Brief Sheet Client Stat Y	Previous Job Numbers	Final Product SCAN TO PLI	Final Trim Size
Number of Pages	Number of Trannies 2	Number of Reflections		Number of Colours 4

Litho	Web	Silkscreen	Newspaper	Proof Stock		Publication/Printer		Screen Rulings Input Output 60		
Photolab	Camera	Scanning Y	Co Man	Creative	Mac Y	Media	Milestone	Combining	SuperPlot	Plateroom
Scanning To		For		Samples - Supplied		Transfer		File Treatment		

Type of Proof	Type of Proof	Type of Proof	Plate Information	Imposition
Combined/Uncombined	Combined/Uncombined	Combined/Uncombined		Mockup
Date Required	Date Required	Date Required	Delivery Information	

SCANNING

SCAN 2 TRANNY TO SIZE OF STAT DO NOT CROP

IMAGE OUTPUT - MAC

LOAD TO PLI

Appendix 12

Product attribute and brief description	Comments
<ul style="list-style-type: none"> • Product quality (film specifications) Reflected in the finished film/picture quality 	Identified by all functions
<ul style="list-style-type: none"> • Turnaround time Time taken from receipt of order to the delivery of the finished product 	Identified by all functions
<ul style="list-style-type: none"> • Technical expertise of sales reps/ production - Customer education. Important to be able to advise customers immediately at point of order about product and process technologies 	Identified by all except AC
<ul style="list-style-type: none"> • Sales service response Regular (daily) servicing of customers and rapid response to customers calls 	Identified by all except AC
<ul style="list-style-type: none"> • Reputation - name/brand Maintaining image as the leader in digital graphics - core product of high quality 	Emphasised most by GM
<ul style="list-style-type: none"> • Competitive edge The product provided the customer with a competitive edge. 	Identified by all except AC
<ul style="list-style-type: none"> • Customer support Rapid response to changing client needs - understanding of client business. 	Identified by all except AC

Product attribute summary - SD

Appendix 13

OPERATING STATEMENT
 PWD30035 : 01 March 1998

	MONTHS			YEAR-TO DATE			FULL YEAR		
	BUDGET	ACTUAL	LAST YR	BUDGET	ACTUAL	LAST YR	BUDGET	ACTUAL	FORECAST
5001 SALES OUTSIDE	238,940	252,805	306,564	2,052,504	1,930,128	3,067,121	2,949,500	0	3,884,156
5018 DISCOUNTS	(1,434)	(2,669)	(1,257)	(12,337)	(23,336)	(32,111)	(17,697)	0	(43,450)
* Net Graphic Arts Sales	237,506	250,136	305,307	2,040,167	1,906,792	3,035,010	2,931,803	0	3,840,706
5103 SUBCONTRACT INTERCOMPANY	(15,000)	(29,686)	(19,874)	(105,000)	(150,363)	(236,038)	(156,000)	0	(296,360)
** Less Inter-Group Purchases	15,000	29,686	19,874	105,000	150,363	236,038	156,000	0	296,360
*** SALES REVENUE	222,506	220,450	285,433	1,935,167	1,756,429	2,798,972	2,775,803	0	3,544,346
5002 MATERIALS OUTSIDE	28,673	20,280	23,482	246,300	187,432	395,387	353,940	0	460,296
5004 W.I.P. - OPENING	0	16,024	0	0	99,739	0	0	0	0
5005 W.I.P. - CLOSING	0	(13,088)	0	0	(87,640)	0	0	0	0
* Direct Materials	28,673	23,216	23,482	246,300	199,531	395,387	353,940	0	460,296
6104 SALARIES AND WAGES	53,011	59,887	58,592	371,078	395,177	558,398	557,346	0	747,955
6105 OVERTIME	8,482	2,659	9,975	59,371	39,153	99,251	89,175	0	120,076
6106 PAYROLL TAX	3,711	4,474	5,173	25,978	32,308	51,028	39,024	0	67,138
6107 SUPERANNUATION	3,181	3,667	4,008	22,268	25,451	36,528	33,441	0	48,325
6108 WORKERS COMPENSATION	398	112	2,971	112	2,180	8,141	4,180	0	10,762
6109 ANNUAL LEAVE	4,360	6,052	5,109	30,520	35,124	41,934	45,842	0	64,247
6110 LONG SERVICE LEAVE	2,651	716	694	18,553	4,501	13,937	27,867	0	19,185
6111 STAFF TRAINING	400	0	0	3,200	0	0	4,800	0	385
6112 TBA MONEY	300	69	186	2,100	690	2,098	3,120	0	2,663
6115 WORK EXPERIENCE	0	0	0	0	50	50	0	0	50
* Direct Labour & Ooocosts	76,494	77,636	86,708	535,852	528,464	811,365	804,785	0	1,080,788
5003 SUBCONTRACT OUTSIDE	2,000	(1,063)	5,627	16,000	32,918	271,821	24,000	0	278,666
* Outside Work	2,000	(1,063)	5,627	16,000	32,918	271,821	24,000	0	278,666
** VALUE ADDED	115,339	120,661	169,616	1,137,035	995,516	1,320,399	1,593,078	0	1,724,596
6204 SALARIES AND WAGES	11,956	13,109	5,377	82,966	72,276	88,473	123,620	0	125,370
6205 OVERTIME	0	173	0	0	173	9,004	0	0	9,004
6206 PAYROLL TAX	837	928	406	5,810	5,342	9,588	8,653	0	12,421
6207 SUPERANNUATION	717	1,257	390	4,977	7,759	5,583	7,417	0	9,103
6208 WORKERS COMPENSATION	90	23	233	624	146	1,217	927	0	1,719
6209 ANNUAL LEAVE	909	1,454	1,350	6,362	7,024	8,679	9,450	0	12,172
6210 LONG SERVICE LEAVE	598	200	201	4,148	1,327	3,401	6,181	0	4,039

OPERATING STATEMENT
 01 : PWD30035 : 01 March 1998

	MONTH		YEAR-TO DATE		LAST YR	BUDGET	ACTUAL	LAST YR	BUDGET	FULL YEAR FORECAST	LAST YR
	BUDGET	ACTUAL	BUDGET	ACTUAL							
6212 TEA MONEY	0	21	0	21	200	0	200	0	0	0	200
6213 STAFF RECRUITMENT/RELOCATION	0	0	0	0	0	0	0	0	0	0	411
* Indirect Labour & On-costs	15,107	17,165	7,957	94,068	126,145	104,887	94,068	126,145	156,248	0	174,439
5025 DEP'N PLANT	17,904	8,201	3,000	120,909	102,325	120,909	61,407	102,325	183,503	0	129,469
5028 DEP'N FURNITURE & FITTINGS	278	163	265	1,949	1,025	1,949	1,300	1,025	2,893	0	3,153
5029 DEP'N MOTOR VEHICLES	250	0	546	1,750	7,753	1,750	11,115	7,753	2,600	0	11,949
5034 DEP'N LEASEHOLD IMPROVEMENT	366	315	206	2,563	206	2,563	2,522	206	3,809	0	3,475
* Depreciation	18,798	8,679	4,017	127,171	111,309	127,171	76,344	111,309	192,805	0	148,046
5043 R & M BUILDINGS	0	(98)	5	0	2,793	0	0	2,793	0	0	2,856
5044 R & M GENERAL	75	0	0	600	177	600	0	177	900	0	177
5045 R & M PLANT	500	2,419	(102)	4,000	17,031	4,000	9,000	17,031	6,000	0	19,451
* Repairs & Maintenance	575	2,321	(97)	4,600	20,001	4,600	9,000	20,001	6,900	0	22,484
5016 DATA STORAGE CONSUMABLES	280	0	118	2,140	248	2,140	248	118	3,200	0	2,205
5017 CONSUMABLES	420	1,951	1,823	3,160	12,486	3,160	21,741	12,486	4,720	0	26,721
5019 FACTORY EXPENSES	0	0	0	0	731	0	0	731	0	0	731
5023 PACKING EXPENSES	30	0	0	240	327	240	4,458	327	360	0	327
5051 COMPUTER SOFTWARE	200	146	0	1,600	124	1,600	21,166	124	2,400	0	2,003
5069 TELEPHONE & FACSIMILE	1,000	2,569	2,000	7,000	19,000	7,000	3,728	19,000	10,400	0	26,523
7052 COMPUTER HARDWARE	400	427	665	3,200	2,958	3,200	1,400	2,958	4,800	0	3,890
7053 FIRMWARE/SOFTWARE MAINTENANCE	250	70	0	2,000	1,600	2,000	140	1,600	3,000	0	2,258
5035 CLEANING PREMISES	0	0	0	0	5,646	0	0	5,646	0	0	5,646
5037 GAS & FUEL	0	0	0	0	50	0	0	50	0	0	(1,525)
5038 LIGHT & POWER	0	0	(8,000)	0	20,000	0	0	20,000	0	0	20,000
5039 RATES & TAXES	0	0	(600)	0	1,500	0	0	1,500	0	0	1,500
5040 RENT	0	0	(62)	0	50,279	0	(62)	50,279	0	0	49,281
5041 SECURITY	0	0	0	0	(62)	0	(62)	0	0	0	0
5042 WASTE DISPOSAL	0	0	126	0	1,018	0	1,018	5,831	0	0	6,513
* Other Production Expenses	2,580	5,163	(3,930)	19,340	52,437	19,340	52,437	120,650	28,880	0	146,073
5020 FREIGHT	2,389	163	238	20,525	7,048	20,525	7,048	31,359	29,495	0	46,913
5021 FREIGHT RECOVERED	0	(1,205)	(80)	0	(809)	0	(8,740)	(809)	0	0	(2,519)
* Freight (Net)	2,389	(1,042)	158	20,525	(1,692)	20,525	(1,692)	30,550	29,495	0	44,394
5045 ADVERTISING & PROMOTIONS	100	105	0	800	626	800	626	139	1,200	0	189
5055 ENTERTAINMENT - CLIENTS	250	333	379	6,750	7,789	6,750	3,280	7,789	7,750	0	8,091
5087 ENTERTAINMENT - EMPLOYEES	0	238	0	0	1,307	0	1,307	0	0	0	0

OPERATING STATEMENT
 : : FMO30035 : 01 March 1998

	MONTH		YEAR-TO DATE		FULL YEAR	
	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	FORECAST
5074 DEBT COLLECTION	0	0	0	1,622	0	0
* Finance Expense	60	30	480	1,869	720	1,740
5078 ASSET REALISATION	0	0	0	(7,162)	0	0
5081 SORDEY OTHER INCOME	0	0	0	(128)	0	0
* Other Income	0	0	0	(7,290)	0	0
* Doubtful Debts	1,188	(7,590)	10,202	(52,145)	14,659	0
** TOTAL EXPENSES	73,162	65,862	530,015	478,162	787,019	0
*** OPERATING PROFIT	42,177	54,799	607,020	517,354	806,059	0
6517 ACCOUNTING/ADMIN RECHARGE	12,285	12,285	85,995	85,995	127,764	0
6518 TECHNICAL SERVICES RECHARGE	10,871	10,871	76,098	76,098	113,060	0
6519 GOODWILL AMORTISATION - PMP	19,163	19,163	134,139	134,139	199,292	0
** TOTAL HEAD OFFICE CHARGES	42,319	42,319	296,232	296,232	440,116	0
*** E.B.I.T. SAUD	(142)	12,480	310,788	221,122	365,943	0
*** NETT PROFIT/(LOSS)	(142)	12,480	310,788	221,122	365,943	0
LAST YR	0	0	0	(28,021)	0	0
LAST YR	0	0	0	(434)	0	0
LAST YR	0	0	0	(28,455)	0	0
LAST YR	0	0	0	17,010	0	0
LAST YR	0	0	0	720,653	0	858,567
LAST YR	0	0	0	599,746	0	866,029
LAST YR	0	0	0	161,436	0	226,993
LAST YR	0	0	0	140,006	0	187,758
LAST YR	0	0	0	134,139	0	199,292
LAST YR	0	0	0	435,581	0	614,043
LAST YR	0	0	0	164,165	0	251,986
LAST YR	0	0	0	164,165	0	251,986

Appendix 14

Key industry statistics - Services to Printing in Australia

	1997 - 98	1998 - 99	1999 - 00	2000 - 01	2001 - 02
Industry turnover (Millions SA)	696.9	551.9	724.5	575.2	601.3
Number of establishments (units)	785	781	780	764	757
Exports (Millions SA)	2.0	2.3	1.3	1.0	1.9
Employment (units)	7100	5910	6910	6012	6132

Source: Adapted from IBISWorld - Services to Printing in Australia Market

Research Industry Report - Key Statistics (2003)