

# 2007 Annual Services Report Service Annual Survey

## Other Management Consulting Services

U.S. DEPARTMENT OF COMMERCE  
Economics and Statistics Administration  
U.S. CENSUS BUREAU



FORM

**SA-54161**

140 SAS\_G  
541618

**REPORT DUE**

Any questions call **1-800-772-7851**  
M-F, 8:30 a.m. to 5:00 p.m. EST.  
or

**Visit** our web site:  
[www.census.gov/econhelp/sas](http://www.census.gov/econhelp/sas)

Please correct any error in the name, address, or ZIP Code.

### **YOUR RESPONSE IS REQUIRED BY LAW**

Title 13, U.S. Code, requires businesses and other organizations that receive this questionnaire to answer the questions and return the report to the Census Bureau.

### **YOUR RESPONSE IS CONFIDENTIAL BY LAW**

Title 13, U.S. Code, requires that your response may be seen only by persons sworn to uphold the confidentiality of Census Bureau information and may be used only for statistical purposes. The law also provides that copies retained in your files are **immune from legal process**.

### **YOUR RESPONSE IS IMPORTANT**

The services industries account for nearly 70 percent of all economic activity. We conduct this survey to obtain timely, comprehensive and consistent measures needed by policy-makers, businesses, and the public to accurately assess domestic economic performance.

## Annual Services Report

- This report should be completed and returned on or before the due date in the preaddressed envelope provided.
- If filing within the required time frame will cause an undue burden and you would like an extension, or if you have any questions, please write to:

**U.S. CENSUS BUREAU**  
**1201 East 10th Street**  
**Jeffersonville, IN 47132-0001**

or call a Census Bureau Representative at 1-800-772-7851, weekdays from 8:30 a.m. to 5:00 p.m., Eastern Standard Time.

### 1 Report Coverage

This report covers all domestic locations operated by your company and its subsidiaries primarily engaged in providing management consulting services such as telecommunications or utilities management consulting services. Exclude revenue for general management consulting, human resources consulting, marketing consulting; or process, physical distribution, and logistics consulting.

**Does the above coverage describe this firm's business activity?**

0001  Yes – Go to **2**

2  No – Specify the firm's business activity and complete the report where applicable beginning with **2**. →

0002

### 2 Report Periods

**What periods of time will this data represent?**

- Report data for the 2007 calendar year if possible.
- For locations that were sold or acquired during the year, only report for the periods that this firm operated the locations.

0006  2007 calendar year – Go to **3**

2  Other than calendar year – Enter the periods this report will cover. . . . .  
 (e.g., fiscal years, periods with less than a full calendar year).

		2007		
		Month	Day	Year
0007	<b>From</b>			
0008	<b>To</b>			

### 3 Operating Revenue

Report the total operating revenue for this firm's locations defined in 1 for the following categories.

- Enter "0" where applicable.
- Estimates are acceptable.

**Exclude:**

- Transfers made within the company.

#### Management Consulting Services

Report implementation services not combined with consulting services in line 9.

		2007 Operating Revenue					
		Bil.	Mil.	Thou.	Dol.		
1.	<b>Strategic management consulting, and consulting combined with implementation</b> Providing advice, guidance, and implementation concerning business strategy (e.g., e-commerce) and planning, corporate development and restructuring, and other strategic management consulting services. . . . .	3161	\$				
2.	<b>Financial management consulting, and consulting combined with implementation</b> – Providing advice, guidance, and implementation concerning management accounting and controllership and other financial management consulting services. . . . .	3162	\$				
3.	<b>Marketing management consulting, and consulting combined with implementation</b> – Providing advice, guidance, and implementation concerning projects related to marketing strategy, market development and sales management and development. . . . .	3163	\$				
4.	<b>Human resources management consulting, and consulting combined with implementation</b> – Providing advice, guidance, and implementation concerning the development or modification of human resources strategies, policies, practices and procedures. <b>Include</b> consulting employee pensions and other benefits. . . . .	3164	\$				
5.	<b>Operations and supply chain management consulting, and consulting combined with implementation</b> – Providing advice, guidance, and implementation concerning integrated supply chain management, operations management, and logistics management. Integrated supply chain management includes inventory management, warehousing, storage, and distribution services; operations management includes systems and procedures improvements; and logistics management includes production planning and control. . . . .	3165	\$				
6.	<b>Actuarial consulting (except for employee pensions and other benefits)</b> – Providing advice and guidance concerning actuarial matters such as life insurance. <b>Exclude</b> actuarial consulting services related to employee pensions and other benefits. . . . .	3166	\$				
7.	<b>IT technical design, consulting, and development services</b> – Providing advice expert opinion or testimony on IT-related matters (e.g., hardware and software requirements and procurement, systems integration, and systems security), and providing technical expertise to design and/or develop an IT solution (e.g., custom application, networks, and computer systems). <b>Exclude</b> advice on issues related to business strategy such as e-commerce strategy. . . . .	3167	\$				
8.	<b>All other consulting revenue</b> – Revenue from all other services related to consulting. . . . .	3168	\$				

### 3 Operating Revenue – (Continued)

Report the total operating revenue for this firm’s locations defined in 1 for the following categories.

- Enter "0" where applicable.
- Estimates are acceptable.

**Exclude:**

- Transfers made within the company.

#### All Other Operating Revenue

9. **All other operating revenue** – Revenue not reported in lines 1–8. **Include** revenue from implementation services not combined with consulting services, sale, or licensing of merchandise, and rental or leasing of equipment. **If this item is greater than 20% of total operating revenue, specify the primary source of the revenue here** ↗

1560		1799	<b>2007 Operating Revenue</b>			
			Bil.	Mil.	Thou.	Dol.
		\$				

10. <b>TOTAL OPERATING REVENUE</b> – Sum of lines 1–9. ....		1800	<b>2007 Operating Revenue</b>			
		\$				

### 4 Source of Management Consulting Revenue

Report the percent of management consulting revenue by type of consulting.

- Enter "0" where applicable.
- Estimates are acceptable.
- Round percentage items to the nearest whole percent.

		<b>Source of Management Consulting Revenue</b>	
		2007	
1. <b>Pure consulting (without implementation)</b> .....		3169	%
2. <b>Consulting and implementation</b> .....		3170	%
		+	%
			100%

## 5 Operating Expenses

Report operating expenses for this firm's locations as defined in 1 for the following categories.

- Enter "0" where applicable.
- Estimates are acceptable.
- Do not combine data of two or more detail lines.

**Exclude:**

- Transfers made within the company
- Capitalized expenses
- Interest
- Bad debt
- Income tax
- Impairment

### Personnel Costs

**2007 Operating Expenses**

Bil. Mil. Thou. Dol.

**1. Gross annual payroll** – Total annual Medicare salaries and wages for all employees as reported on your firm's IRS Form 941, Employer's Quarterly Federal Tax Return, line 5(c) for the four quarters that correspond to the survey period. . . . . **1821**

\$				
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**2. Employer's cost for fringe benefits** – Employer's cost for legally required programs and programs not required by law:

**a. Health insurance** – Insurance premiums on hospital plans, medical plans, and single service plans such as dental, vision, prescription drugs plan. **Include** premium equivalents for self-insured plans and fees paid to third-party administrators (TPAs). **Exclude** employee contributions. . . . . **1841**

\$				
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**b. Pension plans:**

**1. Defined benefit pension plans** – Costs for both qualified and unqualified defined pension plans. Pension plans that specify the benefit to be paid to employees upon retirement, generally either a specific amount or a percentage of compensation. Employer contributions are based on actuarial computations that include the employee's compensation and years of service and are not allocated to specific accounts maintained for employees. . . . . **1842**

\$				
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**2. Defined contribution plans** – Costs under defined contribution plans. Pension plans that define the employer contributions to a separate account provided for each employee. The employee "benefit" at retirement depends on the amount contributed and the results of the account's activity. Examples include profits sharing plans, money purchase (e.g., 401k, 403b) and stock bonus plans (e.g., ESOPs). . . . . **1843**

\$				
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**c. Other** – Other fringe benefits (e.g., Social Security, workers' compensation insurance, unemployment tax, state disability insurance programs, life insurance benefits, Medicare). . . **1844**

\$				
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**3. Temporary staff and leased employee expense** – Total costs paid to Professional Employer Organizations (PEOs) and staffing agencies for personnel. **Include** all charges for payroll, benefits and services. . . . . **1823**

\$				
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### Expensed Materials, Parts and Supplies (not for resale)

**4. Expensed equipment** – Expensed computer hardware and other equipment (e.g., copiers, fax machines, telephones, shop and lab equipment, CPUs, and monitors). Report packaged software in line 6. Report leased and rented equipment in line 14. . . . . **1824**

\$				
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**5. Expensed purchases of other materials, parts, and supplies** – Materials and supplies used in providing services to others; materials and parts used in repairs; office and janitorial supplies; small tools; containers and other packaging materials; and motor fuels. . . . . **1825**

\$				
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### Expensed Purchased Services

**6. Expensed purchases of software** – Purchases of prepackaged, custom coded, or vendor customized software. **Include** software developed or customized by others, web-design services and purchases, licensing agreements, upgrades of software; and maintenance fees related to software upgrades and alterations. . . . . **1826**

\$				
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**5** Operating Expenses – (Continued)

Report operating expenses for this firm’s locations as defined in **1** for the following categories.

- Enter "0" where applicable.
- Estimates are acceptable.
- Do not combine data of two or more detail lines.

**Exclude:**

- Transfers made within the company
- Capitalized expenses
- Impairment
- Interest
- Bad debt
- Income tax

Expensed Purchased Services (Continued)

		2007 Operating Expenses			
		Bil.	Mil.	Thou.	Dol.
<b>7. Data processing and other purchased computer services – Include</b> web hosting, computer facilities management services, computer input preparation, data storage, computer time rental, optical scanning services, and other computer-related advice and services, including training. <b>Exclude</b> expensed integrated systems, repair and maintenance of computer equipment, payroll processing and credit card transaction fees, and expenses for telecommunication services (e.g., Internet, connectivity, telephone) . . . . .	1845	\$			
<b>8. Purchased communication services –</b> Telephone, cellular, and fax services; computer-related communications (e.g., Internet, connectivity, online), and other wired and wireless communication services . . . . .	1846	\$			
<b>9. Purchased repairs and maintenance to machinery and equipment –</b> Expensed repair and maintenance services to machinery, vehicles, equipment, and computer hardware. <b>Exclude</b> materials, parts, and supplies used for repairs and maintenance performed by this firm’s employees. . . . .	1848	\$			
<b>10. Purchased repairs and maintenance to buildings, structures, and offices – Include</b> repair and maintenance to integral parts of buildings (e.g., elevators, heating systems). <b>Exclude</b> materials, parts, and supplies used for repairs and maintenance performed by this firm’s employees. Report janitorial and grounds maintenance services in line <b>20</b> . . . . .	1849	\$			
<b>11. Purchased electricity –</b> If the cost of electricity is included in lease or rental payments, report in line <b>15</b> . . . . .	1850	\$			
<b>12. Purchased fuels (except motor fuels) –</b> Fuel for heating, power or generating electricity (e.g., natural gas, propane, oil, coal). If the costs are included in lease or rental payments, report in line <b>15</b> . . . . .	1851	\$			
<b>13. Water, sewer, refuse removal, and other utility payments – Include</b> the cost of hazardous waste removal. If the costs of these utilities are included in a lease or rental payment, report in line <b>15</b> . . . . .	1852	\$			
<b>14. Lease and rental payments for machinery, equipment, and other tangible items – Include</b> lease and rental of transportation equipment without operators; and penalties incurred for broken leases. <b>Exclude</b> capital and financing lease agreements and licensing/leasing of software. . . . .	1853	\$			
<b>15. Lease and rental payments for land, buildings, structures, store spaces, and offices – Include</b> penalties incurred for broken leases. . . . .	1854	\$			
<b>16. Purchased advertising and promotional services – Include</b> marketing and public relations services. . . . .	1830	\$			
<b>17. Purchased professional and technical services – Include</b> management consulting, accounting, auditing, bookkeeping, legal, actuarial, payroll processing, architectural, engineering, and other professional services. <b>Exclude</b> salaries paid to your own employees for these services. . . . .	1855	\$			

**5** Operating Expenses – (Continued)

Report operating expenses for this firm’s locations as defined in **1** for the following categories.

- Enter "0" where applicable.
- Estimates are acceptable.
- Do not combine data of two or more detail lines.

**Exclude:**

- Transfers made within the company
- Capitalized expenses
- Impairment
- Interest
- Bad debt
- Income tax

Other Operating Expenses

		2007 Operating Expenses				
		Bil.	Mil.	Thou.	Dol.	
<b>18. Depreciation and amortization charges</b>	– Include depreciation charges taken against tangible assets owned and used by your firm, tangible assets and improvements owned by your firm within leaseholds, tangible assets obtained through capital lease agreements, and amortization charges against intangible assets (e.g., patents, copyrights). <b>Exclude</b> impairment. . . . .	1831				
		\$				
<b>19. Governmental taxes and license fees</b>	– Payments to government agencies for taxes and licenses. <b>Include</b> business and property taxes. <b>Exclude</b> income taxes, and sales and excise taxes collected from customers. . . . .	1832				
		\$				
<b>20. All other operating expenses</b>	– All other operating expenses not reported above, unless specifically excluded in the general instructions at the top of the page. <b>Include</b> office postage and package delivery. <b>Exclude</b> purchases of merchandise for resale and non-operating expenses. . . . .	1859				
		\$				
<b>21. TOTAL OPERATING EXPENSES</b>	– Sum of lines 1–20 . . . . .	1900				
		\$				

**6** Not Applicable

**7** Not Applicable

**8** E-Commerce Revenue

E-commerce includes sales, receipts, and contributions from any transaction completed over an Internet, extranet, EDI network, electronic mail or other online system. Transactions are agreements between buyers and sellers to transfer ownership of, or rights to use, goods or services. Payment for these goods and services may or may not be made online.

Did the revenue reported in **3** include any e-commerce revenue?

**2007 E-Commerce Revenue**

	Bil.	Mil.	Thou.	Dol.
2000				
	\$			

- 1  Yes – What was this firm’s e-commerce revenue? .....
- 0011 2  No – Go to **9**

**9** Export Revenue

An exported service is a service performed for a customer or client (individual, government, business establishment, etc.) located outside the United States (i.e., outside the 50 States, District of Columbia, U.S. Commonwealth Territories, or U.S. possessions).

**Include:**

- Services performed for unaffiliated and affiliated foreign firms (i.e., foreign parent firms, subsidiaries, branches, etc.).

**Exclude:**

- Services provided to domestic subsidiaries of foreign firms.

Did the revenue reported in **3** include any revenue from exports?

**2007 Export Revenue**

	Bil.	Mil.	Thou.	Dol.
2100				
	\$			

- 1  Yes – What was this firm’s revenue from exports? .....
- 0009 2  No – Go to **11**

**10** Not Applicable



