

# Time to Value Report

02/13/2025 11:57 am EST

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## Purpose

Time to Value (TTV) is a measurement of the duration of a project from project start to when the customer is “live” or using the product to run their business. It is a critical measurement that helps forecast when the revenue for the project should be recognized.

It also helps identify projects by product and project type throughput changes. Fluctuations in TTV value can be reviewed to determine reasons for increase and areas of focus for the business to drive improvement.

TTV should not be confused with when customers are billed for their monthly fees. Monthly fees begin at start of UAT (install for license projects). TTV is when the customer is using it to run their business.

On the first workday of each month, a report is run to pull current project data to build data graphs for in flight and completed projects by Product and Project Type.

**Note:** You can also subscribe to the [TTV From Project Create Date](#) report and have it delivered to your email each month to ensure the report is ran timely.

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## Report Data

Fields within the project will determine TTV. The Project Manager (PM) must have accurate data within the project fields to prevent skewing the data.

The report used to pull the project data from Salesforce is [TTV From Project Create Date](#).

The following fields are used to generate the data:

- **Product** - The product the project is for
  - **Source:** Row formula field that pulls the first two letters of the Project name to determine the product the project is for
  - **Formula:** LEFT(CUST\_NAME, 2)
  - **Use:** Assist with breakout of data TTV values by product
- **Total On-Hold Duration days** - Number of days the project has been on hold
  - **Source:** Project Field: Total On-Hold Duration Days
  - **Use:**
    - Shows the total number of days a project has been on hold and unable to move forward. These days are removed to show TTV as the actual number of days the product was able to be worked vs stalled.
    - Track the number and days projects are stalled
- **Opportunity Close Date**
  - **Source:** Opportunity field: Opportunity Close Date
  - **Use:** Starting date to calculate the Opportunity TTV (OPP TTV)
- **TaskRay Project Created Date**
  - **Source:** TaskRay Project field: TaskRay Project Created Date
  - **Use:** Starting date to calculate the Project TTV
- **Go-Live Date**
  - **Source:** TaskRay Project field: Go-Live Date showing the date the customer was able to use the product to drive their business
  - **Use:** This is the target TTV end date. Calculates the end date for the project for TTV if populated
- **Estimated Go-Live Date**
  - **Source:** TaskRay Project field: Estimated Go-Live Date showing the date the project should go live
  - **Use:** Calculates the end date for the project for TTV if populated and project has not gone live yet
- **Actual Completion Date**
  - **Source:** TaskRay Project field: Actual Completion Date showing the date the project closed
  - **Use:** Calculates the end date for the project for TTV if populated and project has no Go-Live Date
- **Project Stage**
  - **Source:** TaskRay Project field: Project Stage which shows the stage the project is in
    - Initiating
    - Planning
    - Executing
    - Closing
    - Complete - All project deliverables in scope have been completed
    - Expired - Hours sold for the project have expired. Project scope may or may not have been delivered in full
    - Terminated By Customer - Projects under old MSA that did not include hours that expire but customer is unresponsive
    - Contract Cancellation - Customer requested project be canceled. Project scope may or may not have been delivered in full
  - **Use:** Calculates Determines if project is in flight or completed
    - In flight = all open project
    - Closed = all projects in Complete/Expired status
- **Status Reason**
  - **Source:** TaskRay Project field: Status Reason showing the reason a project is in the current stage
  - **Use:** Reference field to help ensure accuracy of other field data (Project Stage)

- **Project Type**
  - **Source:** TaskRay Project field: Project Type:
    - Add-On
    - Migration
    - New Implementation
    - Rework
  - **Use:** Used to break out TTV data into like project types to help narrow down long TTV by project type
- **Project State**
  - **Source:** Report Bucket Formula field
  - **Formula:** Groups projects by Project State into buckets to determine which projects are live vs closed:
    - Live or Closed = Project Stage: Closing (has gone live)/Completed/Expired
    - In Flight = Project Stage: Initiating/Planning/Executing
    - Canceled/Terminated = Project Stage: Contract Cancellation/Terminated by Customer
    - Other = Project Stage: other than the above
  - **Use:** Breaks out TTV for graphs for In Flight vs Closed projects
- **TaskRay Project:Project Name**
  - **Source:** TaskRay Project field: Project Name
  - **Use:** Reference field to help look up project data to fix or ensure accuracy in reporting
- **TaskRay Project:Owner Name**
  - **Source:** TaskRay Project field: Owner Name
  - **Use:** Reference field to report data errors
- **Expiration Date**
  - **Source:** TaskRay Project field: Expiration Date
  - **Use:** Reference field to review project data accuracy for Expired projects
- **Start Date**
  - **Source:** TaskRay Project field: Start Date
  - **Use:** Reference field to assist with audit of report data errors

The following filters are used on the report and should not require updating:

- All TaskRay projects
- Actual Completion Date = All Time
- Template = False
- Start Date = greater or equal Jan 1, 2023
- Project Type <> Internal, Rework
- Project Stage <> Contract Cancellation/Terminated by customer
  - These projects will have long stall timeframes and will never complete. Therefore should not be included in TTV averages

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## Process Flow

The following steps are required to review and create the TTV data:

1. Open the Salesforce report: [TTV From Project Create Date](#)
  1. Run the report and export the details only to Excel
  2. Rename the tab Month/Year Data
  3. Save the report to the [Monthly Data folder](#) under the appropriate folder
    1. See the example in the 2025/January 31 2025 folder
  4. Add a column at the end for Data Error
    1. This field will track the errors in the data for future analysis
  5. Add Two columns at the start of the report for TTV values:
    1. Column A header = Project TTV
      1. Enter formula for all rows in column A: =IF(AND(G2="",I2=""),H2-F2, G2-F2)-D2
    2. Column B header = Opp TTV
      1. Enter formula for all rows in column A:=IF(AND(G2="",I2=""),H2-E2, G2-E2)-D2
    3. Drag the formulas to all rows
    4. Filter Column A
      1. Negative number - the Go live date field has a bad date that requires correction in both the report AND the database:
        1. Go Live date cannot be earlier than project start date - set to project start date
        2. Go live date is in wrong year due to typo - fix year
        3. Highlight the row yellow, the Go Live date orange and add Bad Go Live Date in Data Error column
      2. Large number (Example: 4xxxx or 2xxxx)
        1. A closed project is missing the Go Live date - copy the Actual Completion date to the Go Live Date
          1. Highlight the row yellow, the Go Live date orange and add Bad Go Live Date in Data Error column
        2. An open project is stalled with No Go live or Actual Completion date. The Estimated Go Live = 12/31/2099
          1. These records will be filtered out via the Pivot Tables and require no action
2. Sort the data by Created date Oldest
3. Remove Incorrect Data Record Rows
  1. Filter by Created Date = the new month
    1. Example Report run Jan 31: locate records where project was created on Feb 1 of same year or later
    2. Delete these records, they will be counted in Feb numbers
  2. Filter by Project State = Other
    1. If Status Reason = Contract Cancellation or Terminated by Customer, these projects are pending closure and the records should be deleted
  3. If the project has not been assigned to a PM yet, confirm with the project creator that the project should be deleted:
    1. If the project is linked to an opportunity , open the opportunity and confirm with Sales Ops the project can be deleted and unlinked to the opportunity. If so:
      1. Delete the project from the opportunity
      2. Delete the template name from the Implementation Project Template field
        1. This will place the opportunity back on the list of closed opportunities awaiting payment/approval to start
4. Audit the report data for errors. **NOTE:** For any record that is incorrect, highlight the row yellow and data field that is incorrect in Orange. Include the data error type in the Data Error Column
  1. Review all rows where the Actual Completion Date, Estimated Go Live, AND Go Live dates are all

blank. These records will skew the TTV results and the Estimated Go Live date will need to be updated before continuing

1. Use the Expiration Date on the project as the Estimated Go Live date if one cannot be determined by the project task dates or other information on the project
2. For Completed projects with Estimated Go Live of 12/31/2099 - remove the date
3. Highlight the row yellow, the Estimated Go Live field orange and populated it with the Expiration Date
  1. Data Error Field Entry = Missing Estimated Go Live Date
2. Filter by Project State = Live or Closed and Estimated Go Live date = 12/31/2099
  1. The Estimated Go Live date was not updated at time of project close to remove the 2099 data, which skews the TTV data
  2. Highlight the row yellow, the Estimated Go Live field orange and remove the Expiration Date on the report and database project
    1. Data Error Field Entry = Bad Estimated Go Live Date
3. Filter by Project Stage = Expired
  1. Review project expired in most recent month. Confirm project hours actually expired vs delivered. If delivered, change project closure type on the project to Complete
  2. Highlight the row yellow, the Project Stage field orange, and populated it with Complete
    1. Data Error Field Entry = Wrong Project Closure Type
4. Review Project Types
  1. Update the Project Type field to the correct type:
    1. Ab to Managely projects should be classified as Migration, not New Implementation
    2. Managely changes from one level to another are Add On Upgrades
    3. SIMS to Manitou are Migrations
  2. Highlight the row yellow, the Project Type field orange, and populated the report field with the correct type
    1. Data Error Field Entry = Wrong Project Type

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## Create Summary Pivot Tables

The following pivot tables are created on monthly report to summarize the data:

1. Create a pivot table for TTV by Product/Project Type from the data with the following criteria:
  1. Rows
    1. Project State
    2. Project Type
    3. Product
  2. Values
    1. Count of TaskRay Project Name
    2. Average of Project TTV
    3. Average of Opp TTV
  3. Filter records to exclude Estimated Go Live Date in 2099
  4. Change the format of the amounts in the pivot to Number with no decimals
  5. Collapse Pipeline Category and Project Type Fields
2. Create a second Pivot for just in flight projects based on:

1. Rows
  1. Project Type
  2. Product
  3. TaskRay Project: Project Name
2. Values
  1. Count of TaskRay Project Name
  2. Average of Project TTV
  3. Average of Opp TTV
3. Filters
  1. Project State = In Flight
  2. Filter records to exclude Estimated Go Live Date in 2099
4. Change the format of the amounts in the pivot to Number with no decimals
5. Collapse Pipeline Category and Project Type Fields
3. Create a third pivot to summarize Data Errors:
  1. Rows
    1. Data Error
    2. TaskRay Project: Project Name
  2. Columns
    1. TaskRay Project: Owner
  3. Values
    1. Count of TaskRay Project: Project Name
  4. Filters
    1. Data Error <> Blank
4. Add a 4th pivot to summarize the average On-Hold time for projects on hold by product
  1. Rows
    1. Product
    2. Project Type
    3. TaskRay Project: Project Name
  2. Values
    1. Count of TaskRay Project: Project Name
    2. Average of Total On-Hand Duration Days
  3. Filters
    1. Total On Hand Duration <> 0
    2. Project Stage <> Complete, Completed, Expired, Contract Cancellation, Terminated by Customer
5. Rename the tab created for the pivots to Month Year Summary
  1. Example Jan 2025 Summary

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## Update the Master TTV Report

The master report is located in the [TTV folder](#) and labeled with the current year. Follow the steps below to update the master report:

1. Open the TTV report for the current year
  1. Currently: [TTV Report 2025.xls](#)

2. Populate the appropriate sections in the Data Summary tab with the values from:
  1. Average TTV and Average TTV by Product values source = Monthly TTV report pivot tables
  2. Days On Hold =
  3. Project Counts - use the information from the reports linked below to populate:
    1. Start - drag formula from pervious month's field (Uses ending count from previous month)
    2. New = [Project Counts Created](#) report
    3. Completed, Expired, Contract Cancelation, and Terminated by Customer columns - [Project Counts - Complete Date](#)
    4. Pending Contract Cancel/Terminate by customer = [TTV Report 2025.xls](#) filtered by Project state = Other and Status Reason = Contract Cancelation or Terminated by customer
    5. The next month starting count should now match the values in [Project Count - Open](#)
3. Update the Graphs on the Graphs tab to include the new month
  1. Use a rolling 13 months
4. Copy both tabs from the Monthly TTV report to the master TTV Report placing them to the right of the Data Summary tab
5. Notify the Director of Professional Services the report is complete and available for their review

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## TTV Review

The Director of Professional Services will review the monthly report to monitor progress towards reducing the TTV and determine if any areas require focus efforts to reduce project TTV.

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