FLUID ERP · USER MANUAL

FLUID Consultancy

Book. Deliver. Model. Captured once.

Resource bookings and the bench, timesheets, the S-curve, client feedback, write-offs, retainers, revenue recognition and the economics workbench — regressions, forecasts, market models, linear programmes and input-output tables solved by the engine.

Bookings & bench · Utilisation vs target · WIP & recognition · Retainers · Economics workbench · Waterfall · fan · tornado



Sceptre Tech Science · October 2026

Contents

1 About this manual 3

Who it is for 3

Conventions 3

2 How FLUID works: capture once, post everywhere 4

Three kinds of action 4

Rules you can rely on 5

3 Getting started 6

Signing in 6

The launcher 6

Anatomy of a screen 7

Everyday actions 8

4 Resourcing and the bench 9

Book consultants 9

Read capacity and the bench 10

5 Delivery: timesheets, S-curve, feedback, write-offs 11

Enter and approve timesheets 11

Track the S-curve 12

Capture client feedback 13

Write off WIP 14

6 Billing and revenue recognition 15

Raise a retainer invoice 15

Read revenue recognition 16

Build the profit waterfall 17

7 The economics workbench 18

Fit a regression 18

Run a forecast 19

Use a market model 20

Solve a linear programme 21

Solve an input-output table 22

Build a tornado 23

8 Critical dashboards 24

Capacity & Utilisation 24

Revenue Forecast 25

Projects & WIP 26

Pipeline 27

9 Reports 28
Running and printing a report 28
Report catalogue 28
Profit waterfall 29
Regression 30
Demand forecast 31
LP solution 32
10 Matching 33
How every matching screen works 33
Receipts to invoices 34
Bank reconciliation 35
11 Messages, refusals and what to do 36
12 Data reference and glossary 37
Tables you will meet 37
Glossary 37
A Walk it once on the demo package 39
For the administrator 39

1 About this manual

This manual explains how to run a consulting and economics practice on FLUID Consultancy: booking consultants, reading capacity and the bench, entering and approving timesheets, tracking the S-curve, capturing client feedback, writing off WIP, invoicing retainers, recognising revenue, and using the economics workbench (regression, forecasts, market models, optimisation and input-output). The worked examples follow Meridian Advisory on 24 September 2026.

Who it is for

READER	READ THESE CHAPTERS
Partners	4, 5 (write-offs), 6, 8, 9
Project managers	4, 5, 6
Consultants	5 (timesheets)
Economists	7, 9
Business development	8 (pipeline)
Finance	6, 8, 10
Administrators	3, 11, 12, Appendix A

Conventions

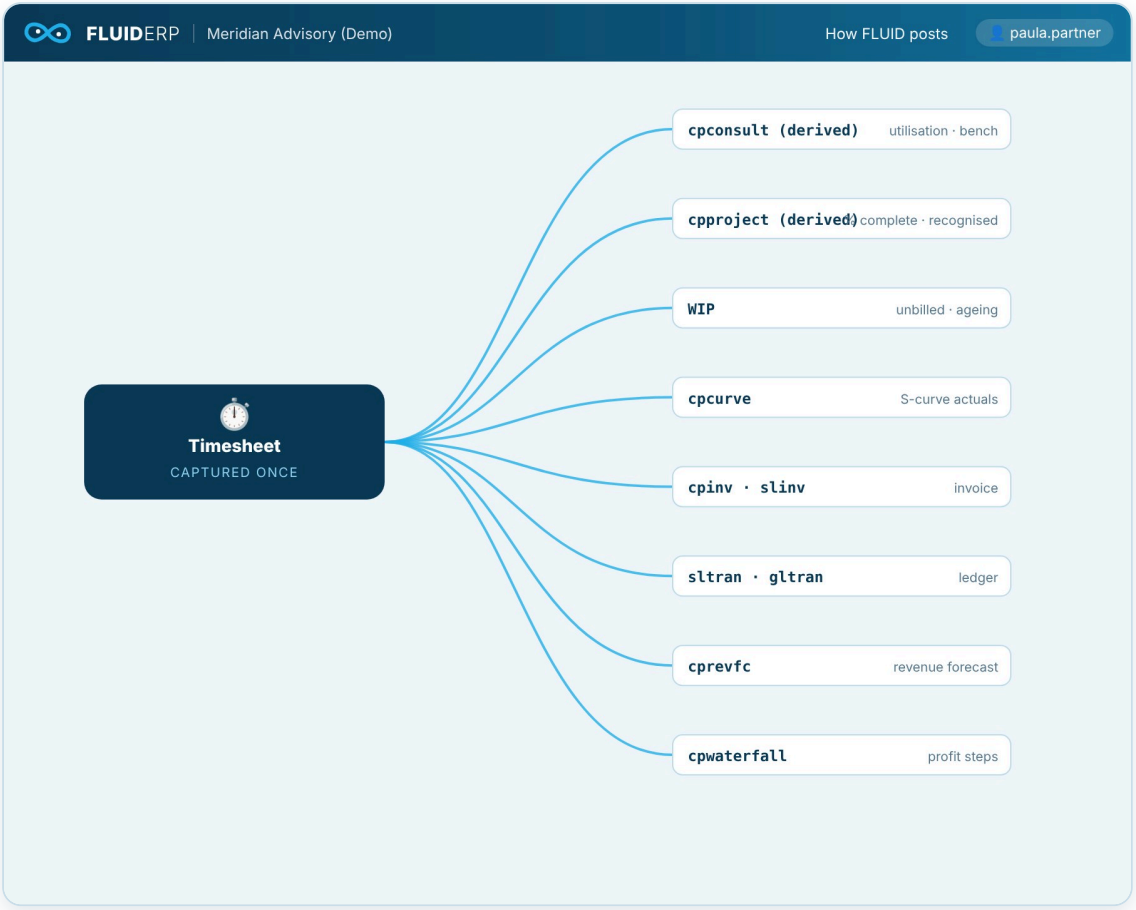
YOU SEE	MEANS
Bold names such as **Shifts**	A tile on the launcher, a screen, a tab or a field label, exactly as it appears in FLUID.
A button with an emoji, e.g. 🚚 **Post the Shift**	A posting button. Posting buttons are aqua; they write to other tables. 💾 **Save** is navy and saves only the record in front of you.
A field marked ƒ	A calculated field. You never type it — the calculation engine fills it from other fields or other tables, and keeps it right when they change.
`mneshift`	The name of the underlying table (collection). Useful when talking to your administrator or reading a report definition.
SH000006, MO000001 …	Record numbers. They are issued automatically by counters and carried on every row a button writes, so you can trace any figure back to the record that caused it.

ABOUT THE EXAMPLES

Consultants, projects PJ00001 and the Coastal Water retainer RT00001, the write-off and the workbench models follow the Stage 63 Meridian story. The regression observations, forecast series, revenue forecast and pipeline figures are illustrative demonstration data, made internally consistent for the film. Screenshots come from the FLUID Consultancy demonstration film.

2 How FLUID works: capture once, post everywhere

An hour is entered once, on the timesheet. Calculations make utilisation, WIP, the S-curve, % complete and recognised revenue from it; buttons write the invoices, the waterfall and the ledger. Model inputs are captured once too: the engine solves the regression, the forecast, the LP and the I-O table and writes the results back onto the rows.



One timesheet fans out to utilisation, % complete, WIP, the S-curve, invoices, the ledger, the revenue forecast and the waterfall.

Three kinds of action

ACTION	WHAT HAPPENS	TYPICAL BUTTON
Capture	A person (or a feed, a file, a phone app) records something that happened — once. It is saved on its own table and gets a number.	💾 Save · a form on the phone · a file import or feed
Post	A posting button reads the captured record and writes every row that follows from it — ledgers, stock, other documents, stamps — each carrying the source number. Most posting buttons are one-way: the record is marked posted and cannot be posted again.	🧾 Raise Retainer Invoice · 📐 Fit · 🧮 Solve LP

ACTION	WHAT HAPPENS	TYPICAL BUTTON
Derive	Calculations keep totals, balances, KPIs, flags and due dates right. Dashboards and reports read those rows directly; nothing is copied into a spreadsheet.	none — fields marked ƒ, dashboards, reports

Rules you can rely on

1. **Nothing is typed twice.** If a number exists in one record, every other table that needs it receives it from the button, not from a person.
2. **A posted record is sealed.** Pressing a posting button a second time writes nothing and says so. To change a posted figure you raise a correcting document (a credit note, a reversal, a correction) — which is itself captured once and posted.
3. **Every row is traceable.** Each row a button writes carries the reference of the record that caused it (for example `ref = PJ00001`). Drill from any dashboard figure to the rows behind it and from there to the source record.
4. **Rules are enforced at the server.** Approvals, segregation of duties, embargoes, seals and signatures are checked by the gateway for every user, not just on screen.
5. **Imports are idempotent.** Files and feeds are keyed so that sending the same data again updates rows instead of duplicating them.

READ A POSTING PANEL

When you press a posting button, a panel lists every table it is writing to, one tick at a time, and ends with a green line such as “Posted — 5 writes to 5 tables from one capture”. That list is exactly what the button changed; the receiving tables show the same reference number.

3 Getting started

Signing in

Open the FLUID app (Windows, Android) or the browser client and sign in with the user name and password your administrator gave you. Each sign-in belongs to a group; the group decides which tiles you see and which fields and buttons you may use.

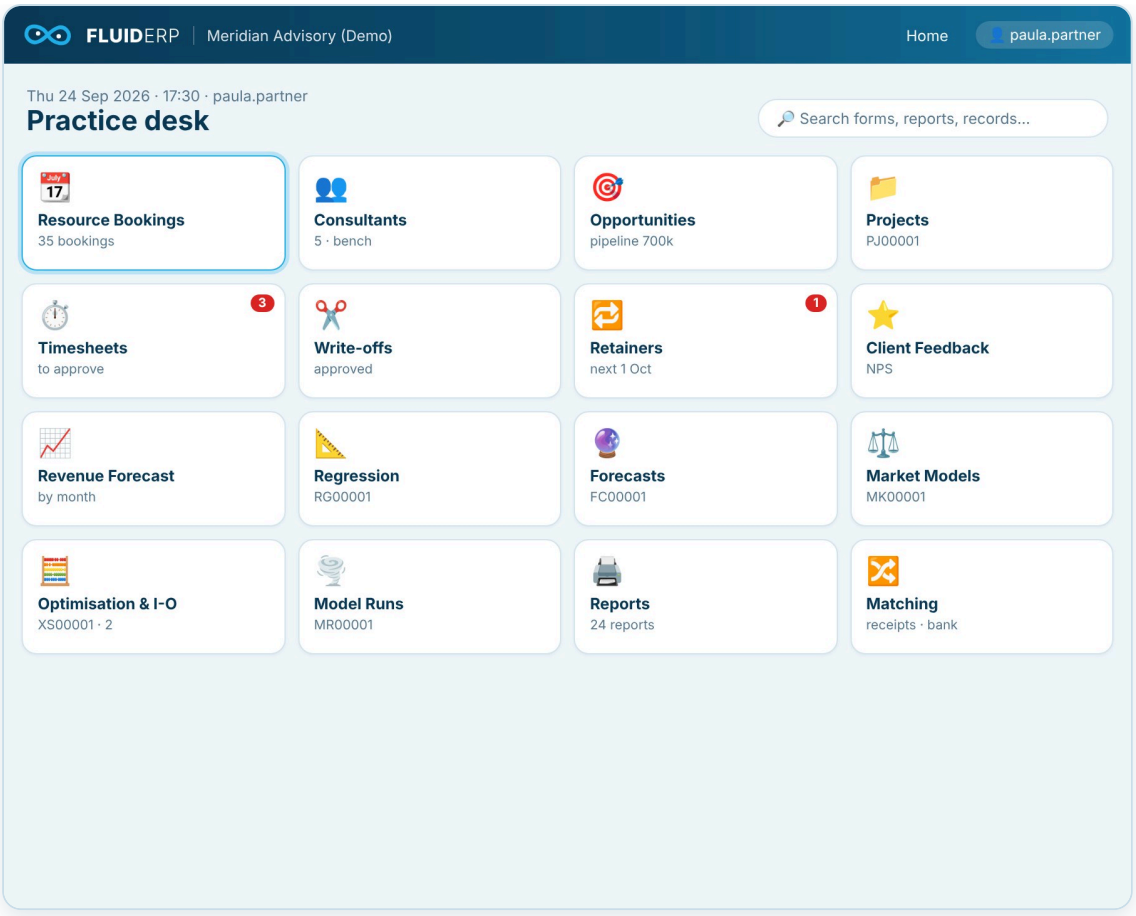
SIGN-IN	GROUP / DESK	USES FLUID TO ...
paula.partner	Partner	Approvals, write-offs, dashboards, waterfall
ben.bd	Business development	Opportunities, pipeline
mia.pm	Project manager	Projects, bookings, timesheet approval, S-curve
eli.econ	Economist	Economics workbench
rosa.review	Reviewer	Quality review of deliverables
finn.fin	Finance	Invoices, retainers, receipts, matching
sam.cons · kate.cons · dev.cons	Consultants	Timesheets, expenses
client.tmr · client.wtr	Clients (client portal)	Feedback, deliverables, invoices

DEMO SIGN-INS

In the demo package every password is meridian1. Change every password at go-live.

The launcher

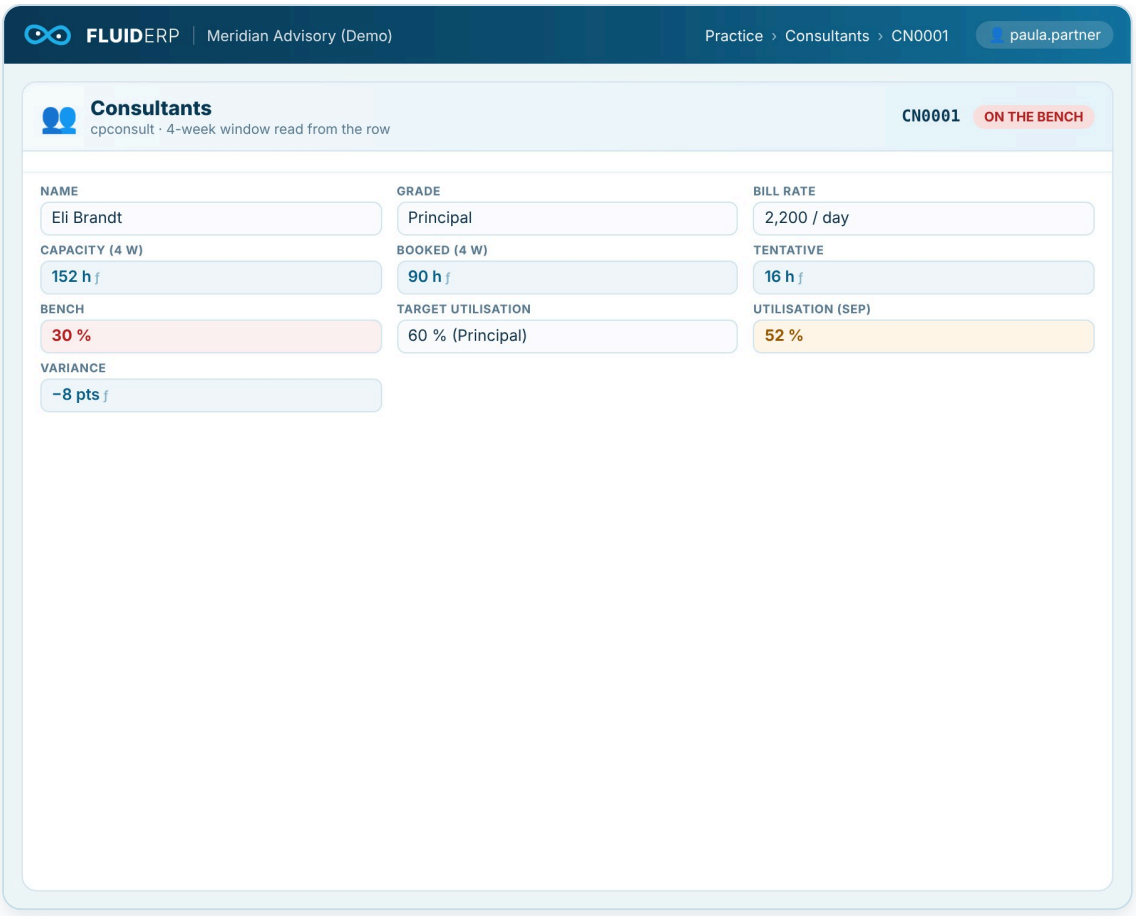
After sign-in you see the launcher: a grid of tiles for the screens, dashboards, reports and matching screens your group may open. A red badge on a tile counts records waiting for you. Use the search box to jump straight to a form, a report or a record number.



The practice desk: bookings, consultants, timesheets to approve, write-offs, retainers, the workbench and reports.

Anatomy of a screen

1. **Header** — the form name, the table it belongs to, the record number and a coloured **status** pill (for example Closed, Posted · sealed, Approved).
2. **Toolbar** — 💾 **Save** (navy) saves this record. Aqua buttons are **posting buttons**: they write to other tables. Outline buttons recalculate (🧮), print (🖨️) or open related screens.
3. **Fields** — typed fields are white; calculated fields (ƒ) are tinted and read-only. Red, amber and green fields are flags raised by a calculation (expired, due soon, OK).
4. **Tabs** — the record's lines and related records (lines, movements, attachments, signatures). Child rows are saved with the parent.
5. **Banners** — an amber or red banner explains why a record is locked, sealed, embargoed or refused. Read it before calling support; it names the rule.



A consultant: grade, bill rate, capacity, booked, tentative, bench and utilisation — derived for the next four weeks.

Everyday actions

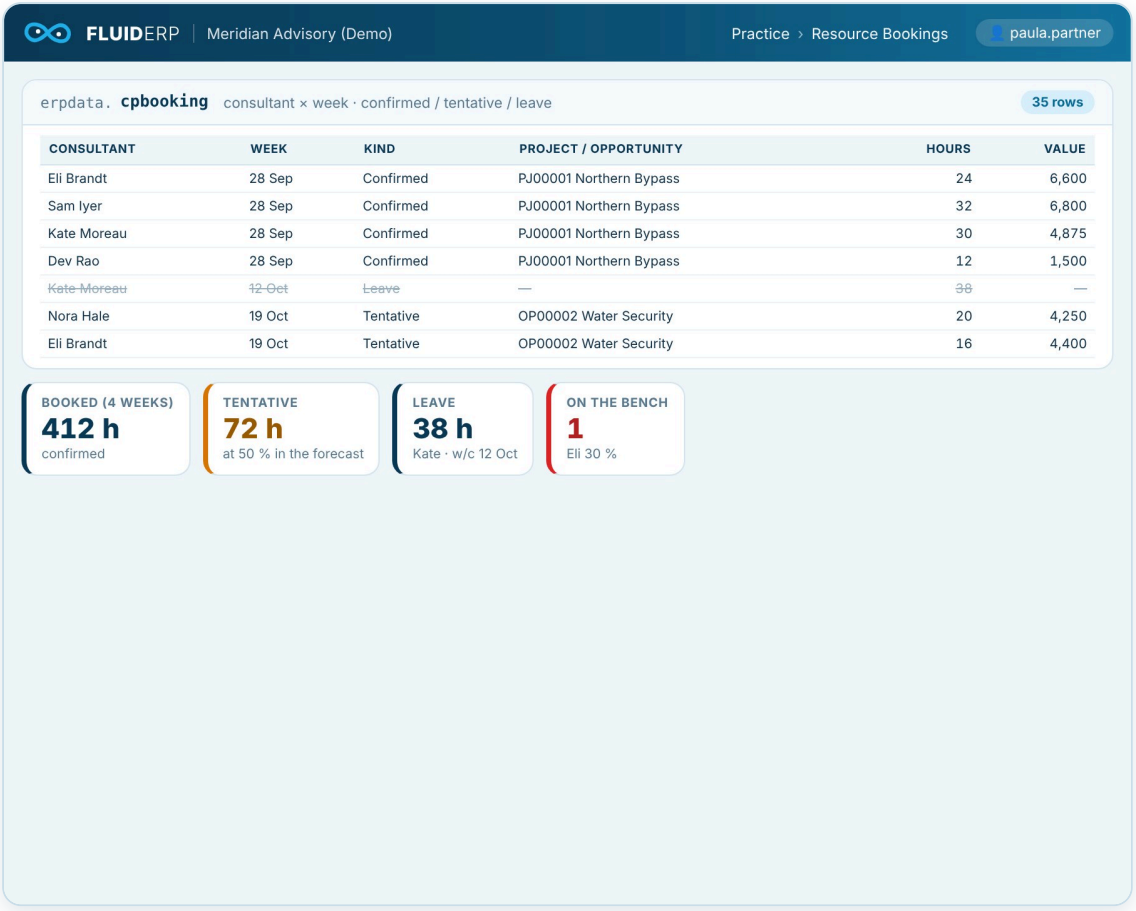
TO …	DO THIS
Create a record	Open the tile, press ➕ **New**, fill the white fields, press 💾 **Save**. The number is issued on first save.
Find a record	Use the search box on the launcher or the filter row above any list. Record numbers, names and (where enabled) full text are searchable.
Refresh calculated fields	They refresh on save. 🧮 **Recalculate** re-runs them on demand (for example after a related record changed).
Print or save as PDF	🖨️ **Print** opens the printed copy in the document viewer; choose 🖨️ **Print / PDF** for paper or a PDF, or 💾 **Save** for the file.
Work offline (phone apps)	Forms marked as captures keep working with no signal; they wait in the **outbox** and send when you are back in range.

4 Resourcing and the bench

Bookings are consultant × week. Capacity, bench and utilisation are derived.

Book consultants

Who **project manager** | Where **Practice › Resource Bookings** | Table **cpbooking**



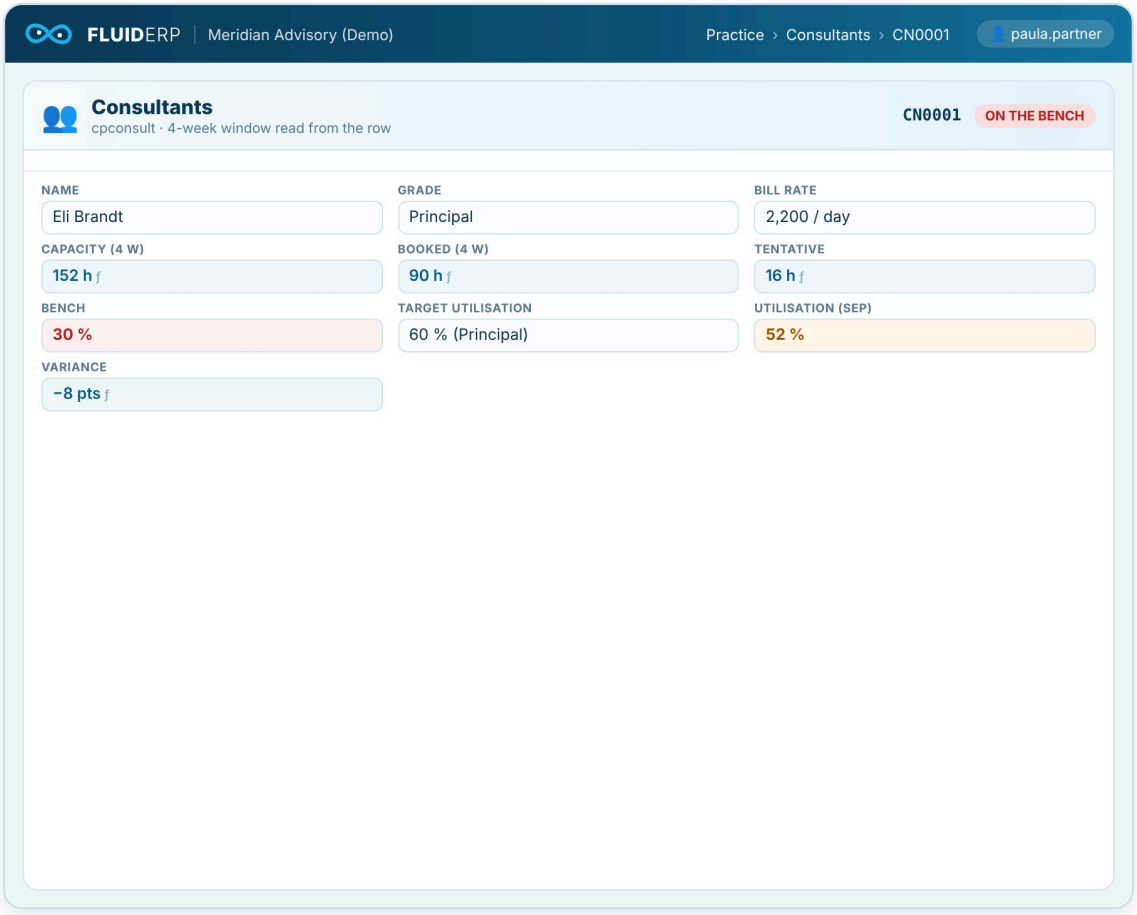
Four consultants on the bypass study through October; Kate on leave; Nora and Eli tentative on the water strategy.

1. Add a booking: consultant, week, kind (Confirmed, Tentative or Leave), project or opportunity, hours.
2. The value comes from the consultant's bill rate.

Read capacity and the bench

Who **partner, PM** | Where **Practice › Consultants** | Table **cpconsult**

Capacity is 38 h × 4 weeks × availability − leave; bench is capacity minus booked; utilisation is measured against the grade target (Partner 40 … Analyst 80).



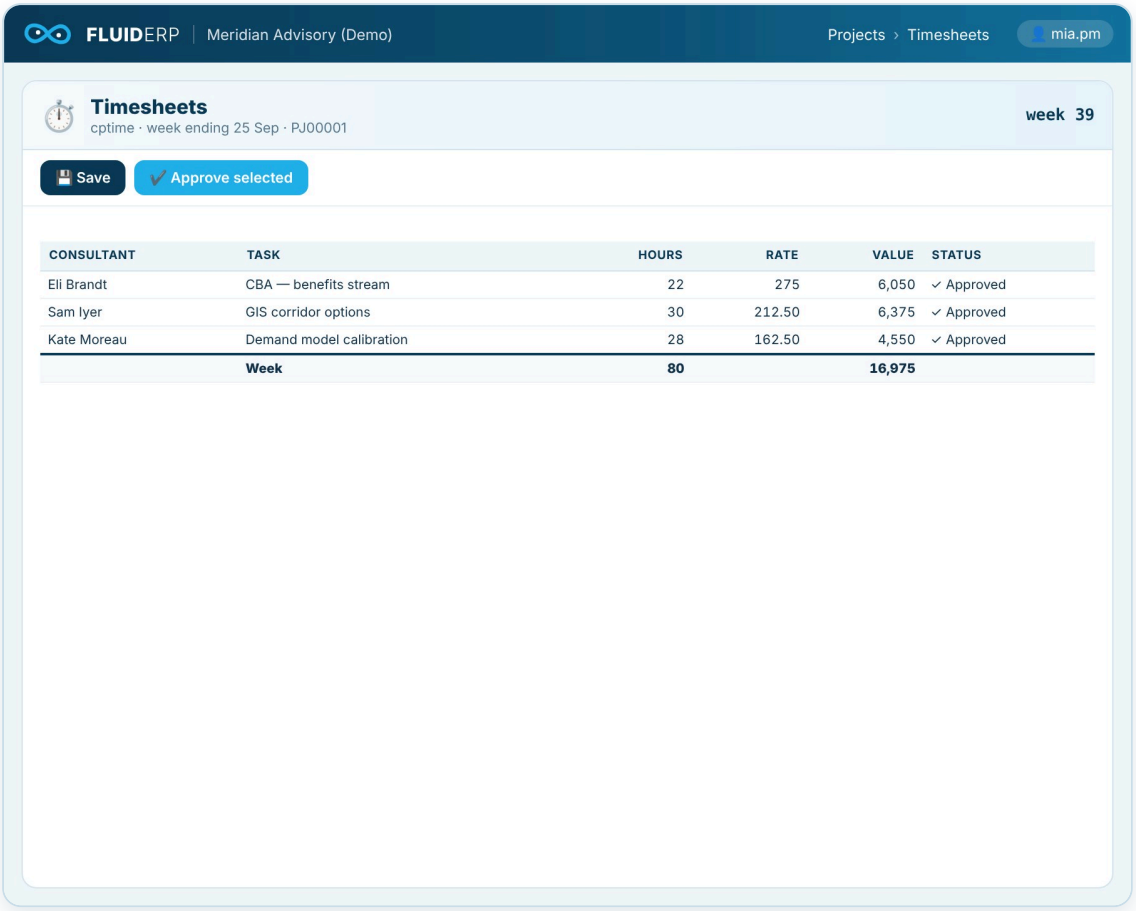
Eli: capacity 152 h, booked 90 h, bench 30 %, utilisation 52 % against 60 %.

5 Delivery: timesheets, S-curve, feedback, write-offs

Hours are entered once and approved once; everything downstream reads them.

Enter and approve timesheets

Who **consultants, PM** | Where **Projects › Timesheets** | Table **cptime**

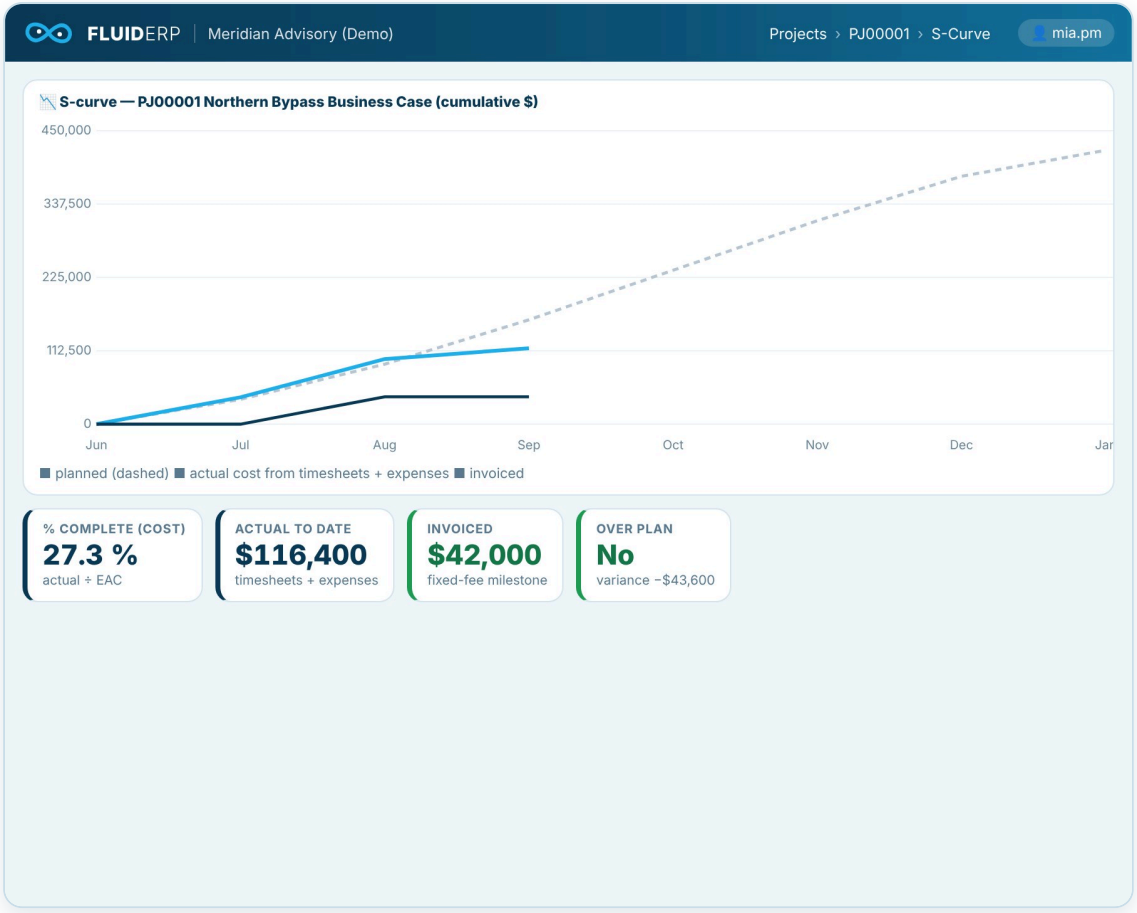


Week 39: 80 hours, 16,975 value; the PM approves the selected lines.

1. Consultants enter hours against a project task and save.
2. The PM ticks the lines and presses **Approve selected**.
3. Approved hours feed utilisation, WIP, the S-curve, % complete and the next invoice.

Track the S-curve

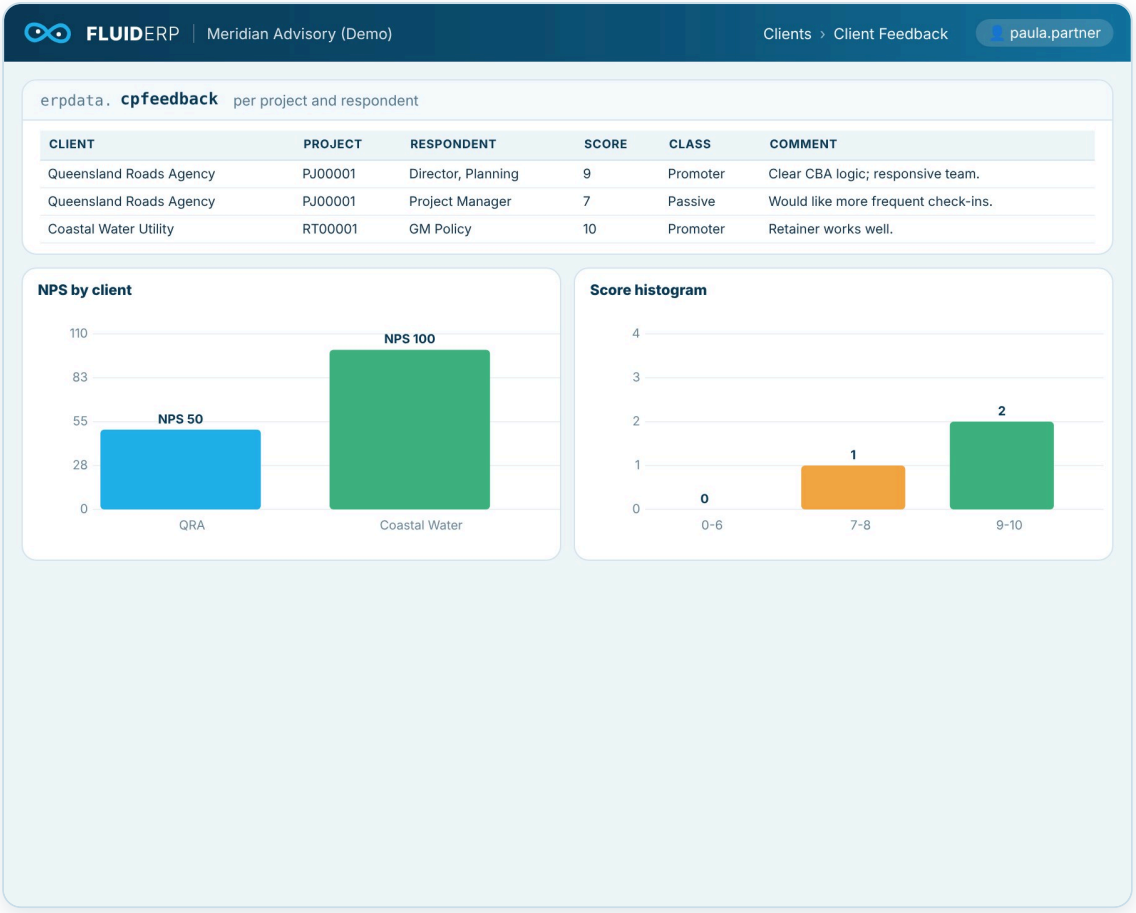
Who **PM** | Where **Projects › (project) › S-Curve** | Table **cpcurve**



PJ00001: planned (dashed), actual cost and invoiced, cumulative; 27.3 % complete on cost.

Capture client feedback

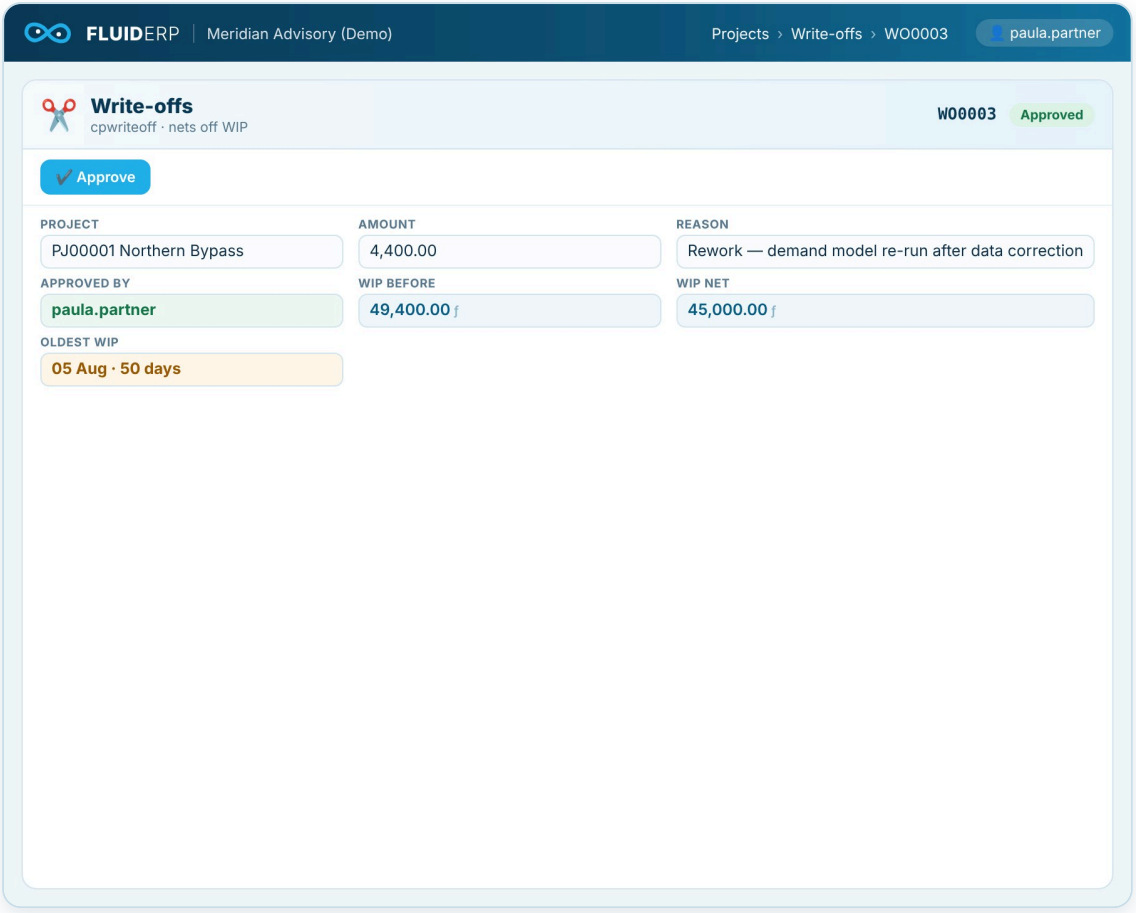
Who **PM, client portal** | Where **Clients › Client Feedback** | Table **cpfeedback**



Scores 0–10 per respondent; NPS derived per project and per client.

Write off WIP

Who **partner** | Where **Projects › Write-offs** | Table **cpwriteoff · cpproject**



WO0003: 4,400 rework written off; WIP 49,400 → 45,000; oldest WIP 50 days.

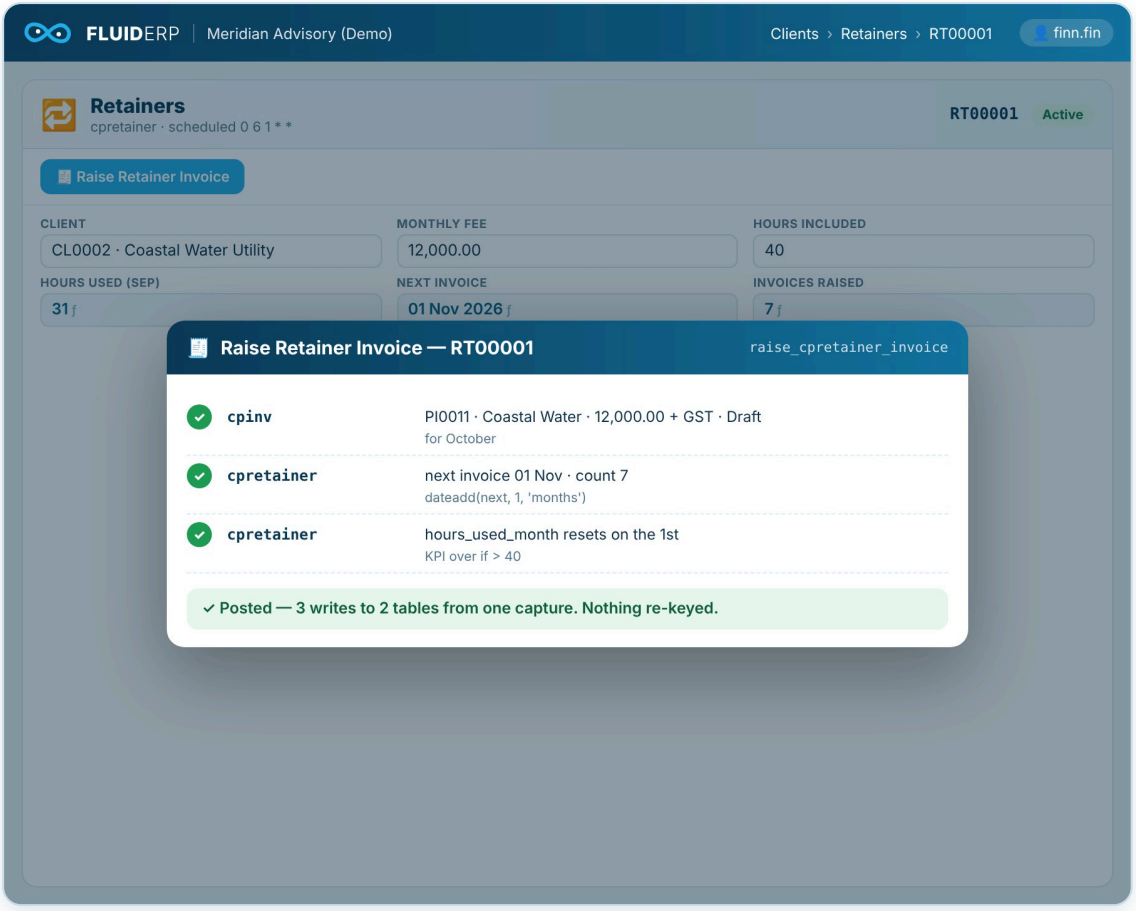
1. Record the amount and reason; the partner approves.
2. The write-off nets off the project's WIP; WIP ageing reads the oldest approved unbilled timesheet.

6 Billing and revenue recognition

Retainers invoice themselves; fixed fees are recognised by % complete on cost.

Raise a retainer invoice

Who **finance (or the posting service on the 1st)** | Where **Clients › Retainers** | Table **cpinv · cpretainer**

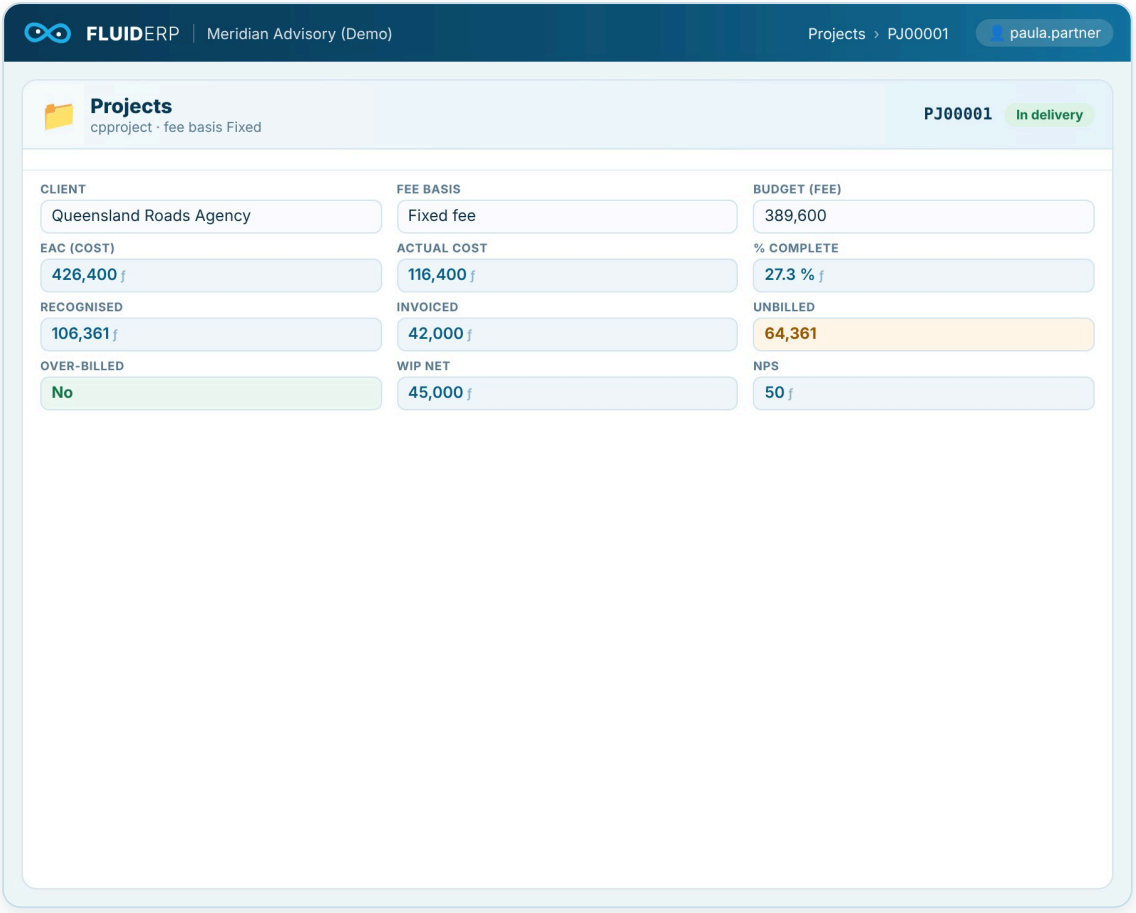


RT00001 raises PI0011 for October and advances the next invoice date.

What 🧾 Raise Retainer Invoice writes	raise_cpretainer_invoice
✓ **cpinv**	PI0011 · 12,000.00 + GST · Draft
✓ **cpretainer**	Next invoice date + 1 month; count + 1

Read revenue recognition

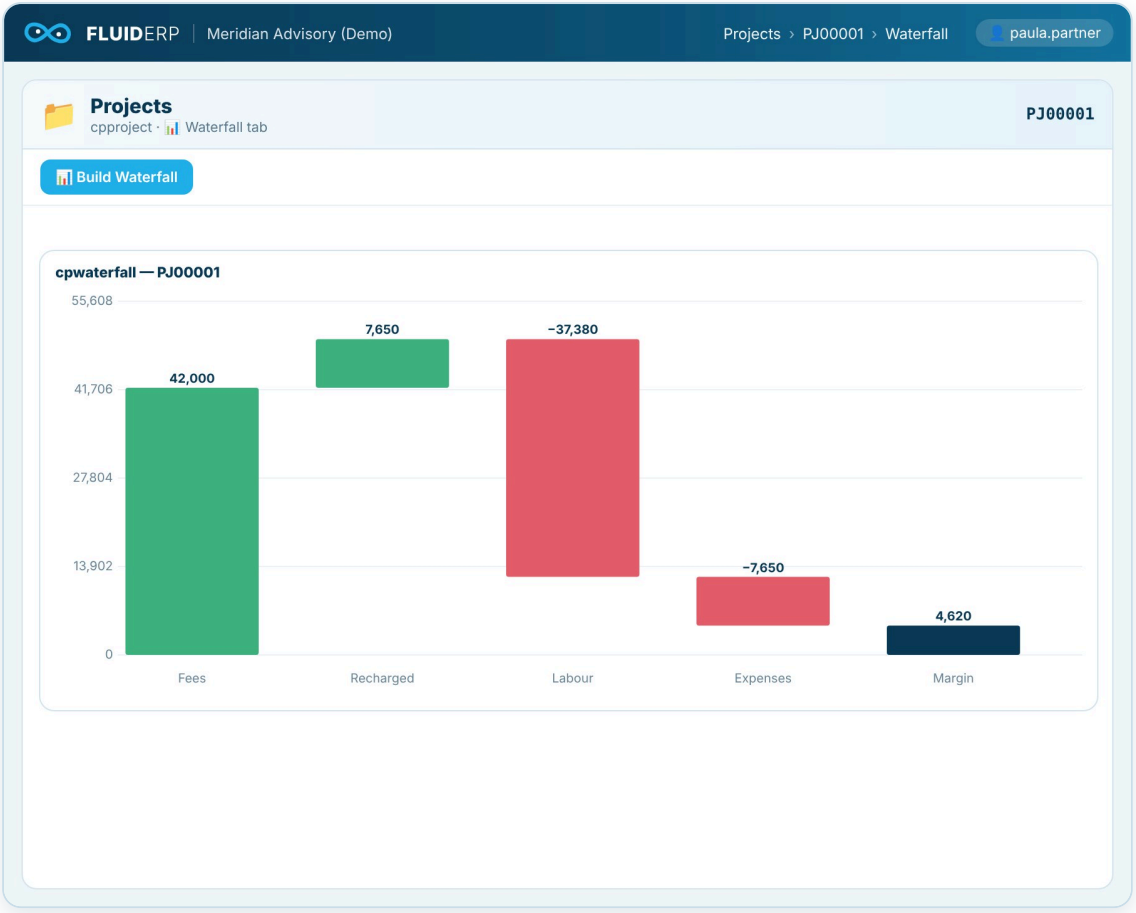
Who **finance, partner** | Where **Projects › (project)** | Table **cpproject**



27.3 % of the $389,600 fee = $106,361 recognised; $42,000 invoiced; $64,361 unbilled.

Build the profit waterfall

Who **partner** | Where **Projects › (project) › Waterfall** | Table **cpwaterfall**



Fees 42,000 + recharged 7,650 − labour 37,380 − expenses 7,650 = margin 4,620.

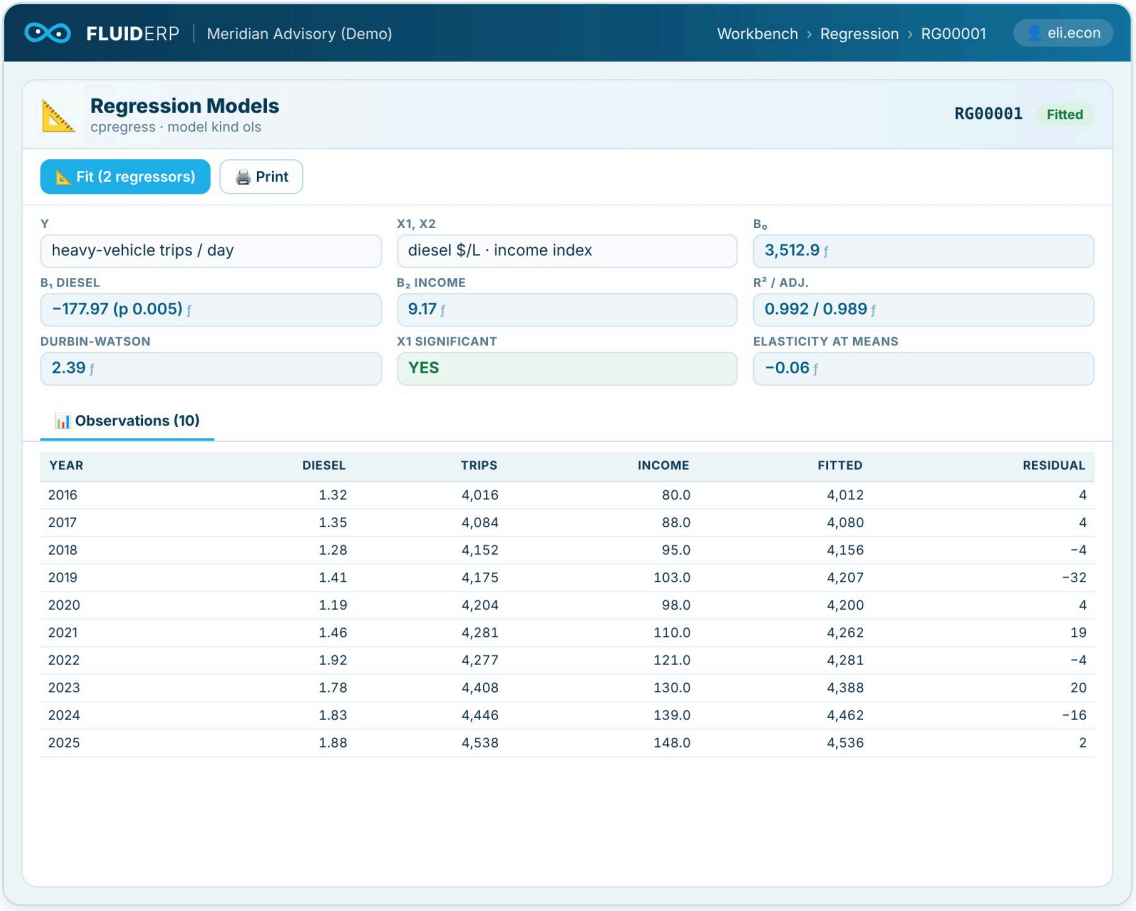
What 📊 Build Waterfall writes	build_cpwaterfall
✓ **cpwaterfall**	Five steps from the project's own figures

7 The economics workbench

Model inputs are rows; one press runs the engine and writes the results back.

Fit a regression

Who **economist** | Where **Workbench › Regression** | Table **cpregress · cpobs**

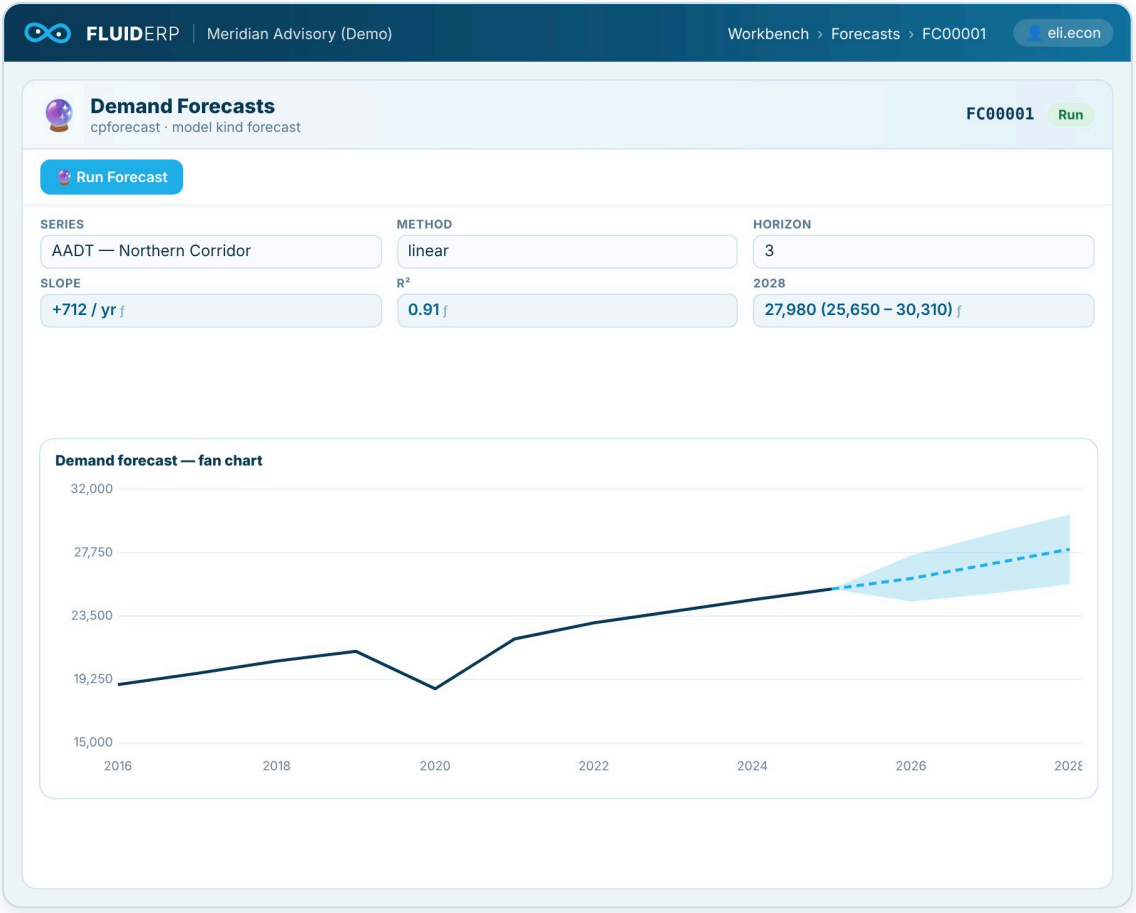


Trips on diesel price and income: β_1 −177.97 (p 0.005), β_2 9.17, R^2 0.992, DW 2.39; fitted values and residuals on every row.

1. Enter the observations (y, x1, x2).
2. Press 📐 **Fit**. Coefficients, standard errors, p-values, R^2, Durbin-Watson and elasticity are written to the header; fitted and residual to each observation.

Run a forecast

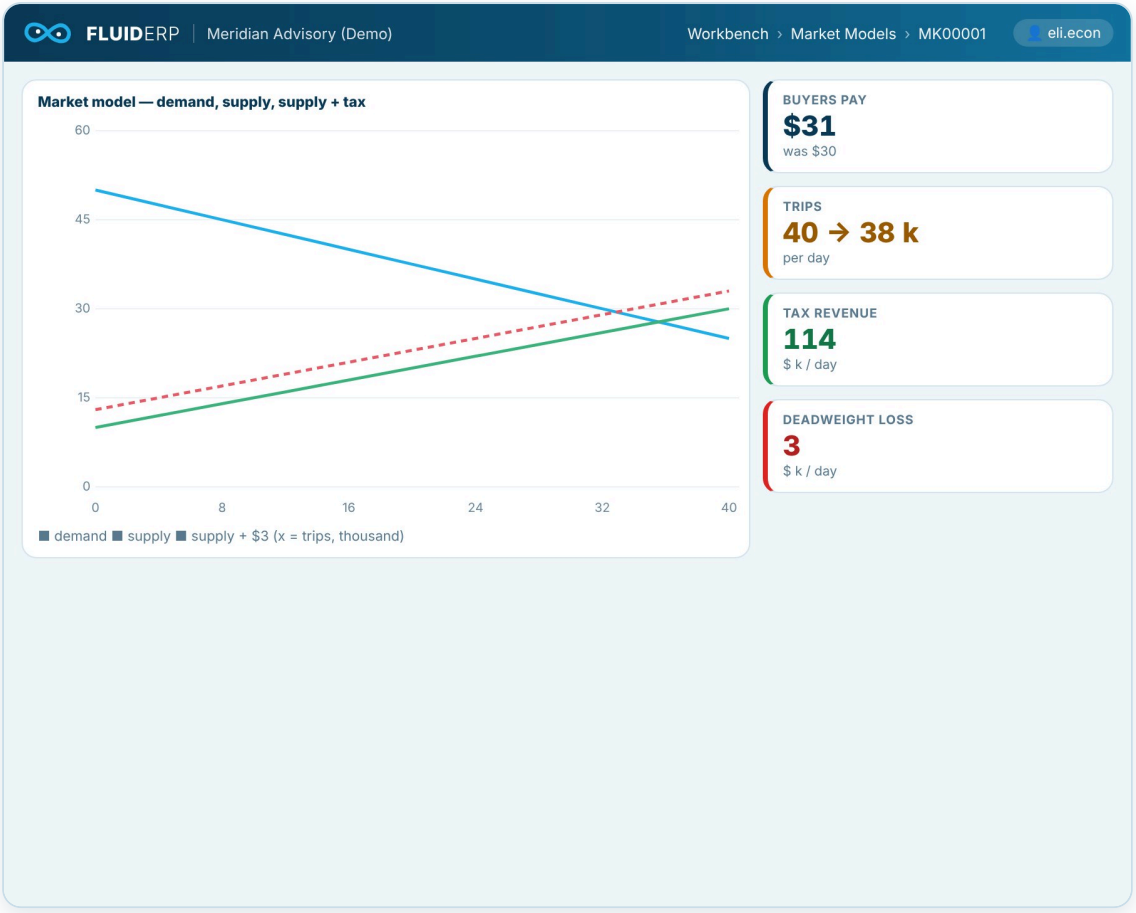
Who **economist** | Where **Workbench › Forecasts** | Table **cpforecast · cpfcout**



AADT 2016–2025 → 2028 with a 90 % interval (27,980; 25,650–30,310).

Use a market model

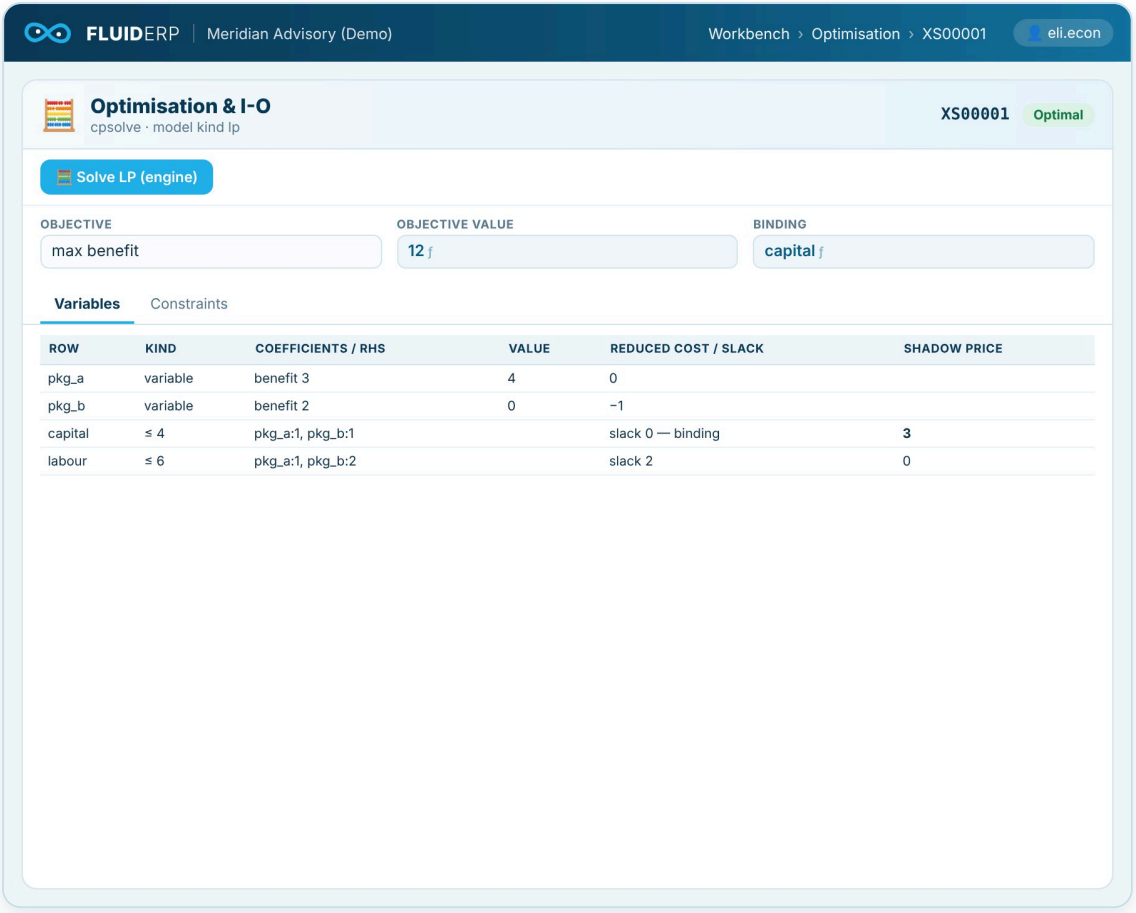
Who **economist** | Where **Workbench › Market Models** | Table **cpmarket**



A $3 charge: buyers pay $31, trips 40 → 38 thousand, revenue 114, deadweight loss 3.

Solve a linear programme

Who **economist** | Where **Workbench › Optimisation** | Table **cpsolve · cpsolvevar · cpsolvecon**

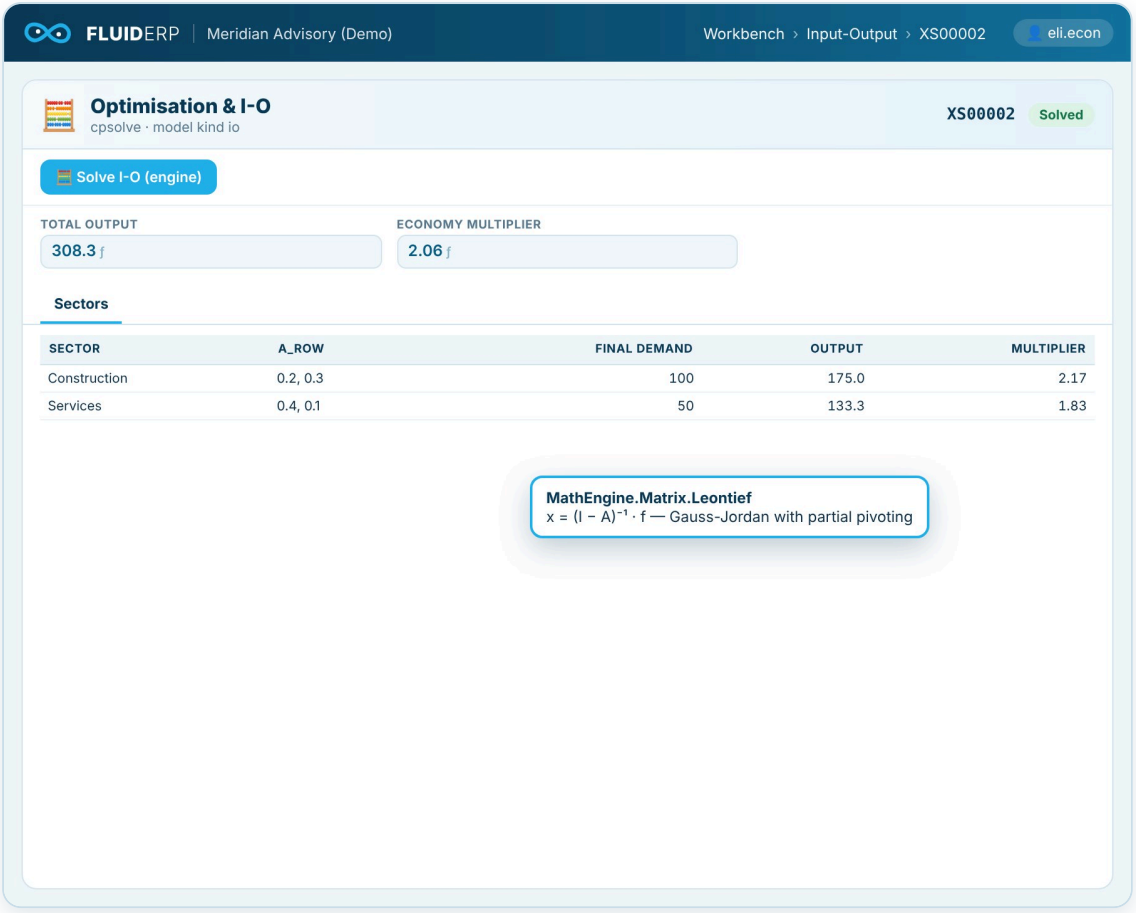


Max 3a + 2b s.t. a + b ≤ 4, a + 2b ≤ 6: a = 4, objective 12; capital shadow price 3; labour slack 2.

What 🧮 Solve LP writes	solve_cpsolve
✓ **cpsolve**	Status Optimal · objective
✓ **cpsolvevar**	Values and reduced costs
✓ **cpsolvecon**	Slacks and shadow prices

Solve an input-output table

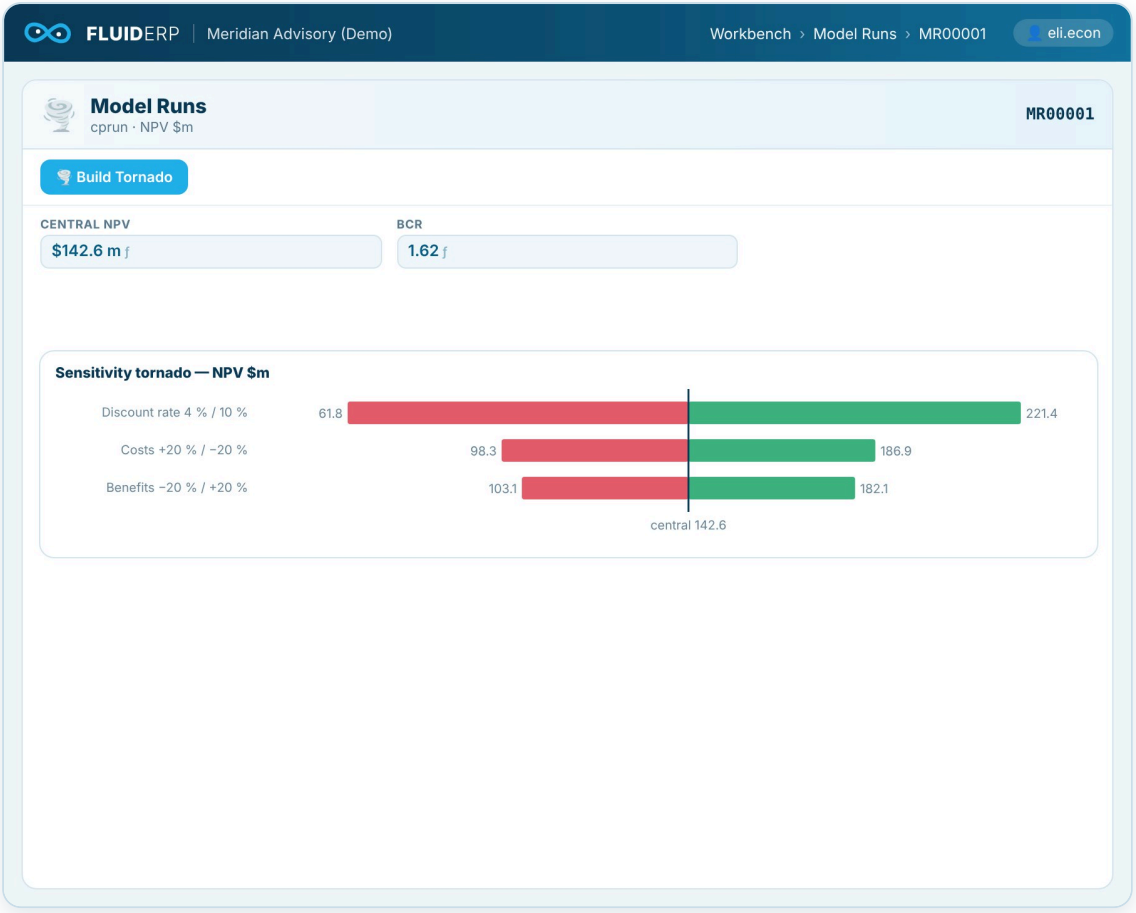
Who **economist** | Where **Workbench › Input-Output** | Table **cpsolve · cpsolvevar**



Leontief inverse: outputs 175 / 133.3; multipliers 2.17 / 1.83; economy 2.06.

Build a tornado

Who **economist** | Where **Workbench › Model Runs** | Table **cpsens**



NPV sensitivity: discount rate, costs +20 %, benefits −20 % — widest first.

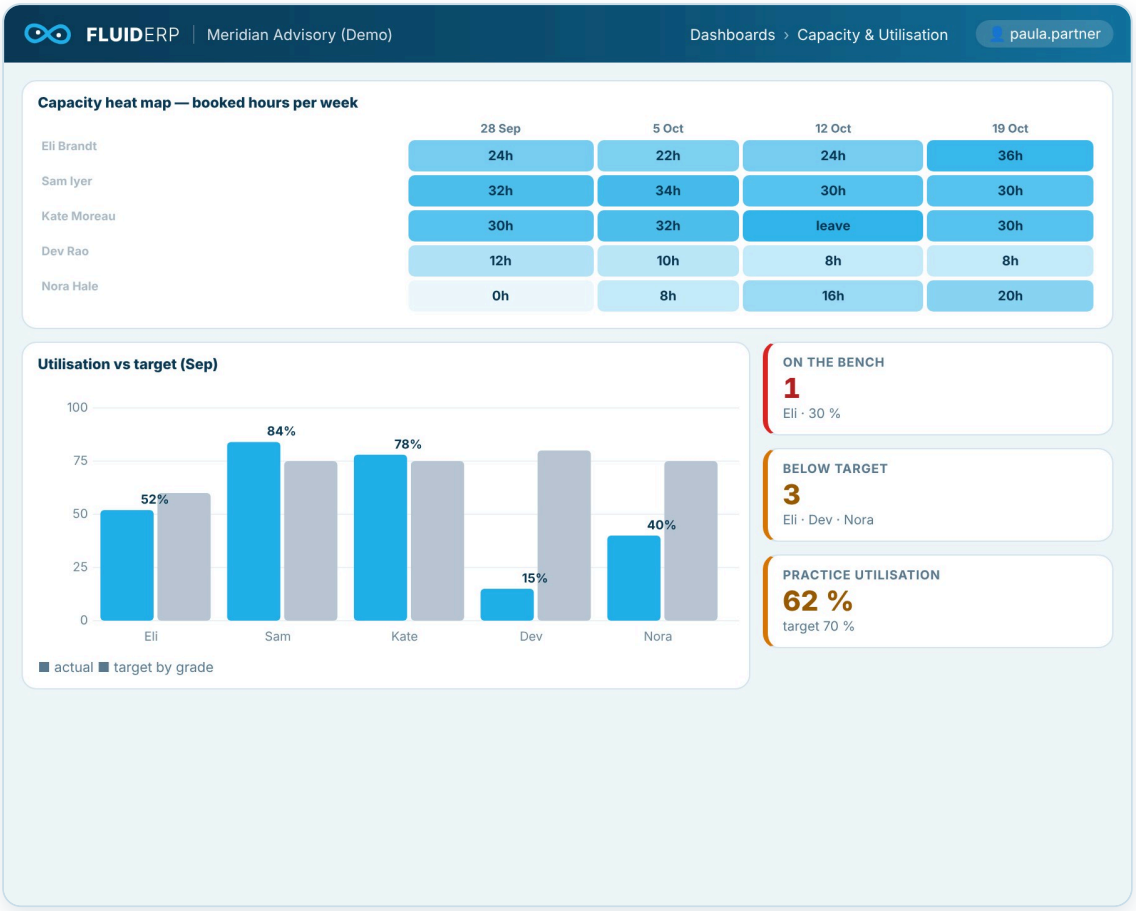
8 Critical dashboards

Four dashboards answer: who is on the bench, what revenue is coming, where WIP sits, and how business development is going.

Capacity & Utilisation

Where **Dashboards › Capacity & Utilisation** | Who **partner, PM**

Booked hours per consultant per week and utilisation against target.



Capacity & Utilisation

What each tile is and where it comes from

On the bench
Consultants with bench over 30 %.
`cpconsult`

Below target
Utilisation under the grade target.
`cpconsult`

Practice utilisation
62 % against 70 %.
`cptime · cpconsult`

Revenue Forecast

Where **Dashboards › Revenue Forecast** | Who **finance, partner**

Confirmed bookings, tentative at 50 %, weighted pipeline and retainers by month against target.



Revenue Forecast

What each tile is and where it comes from

September
80,000 against 85,000 — short.
`cprevfc`

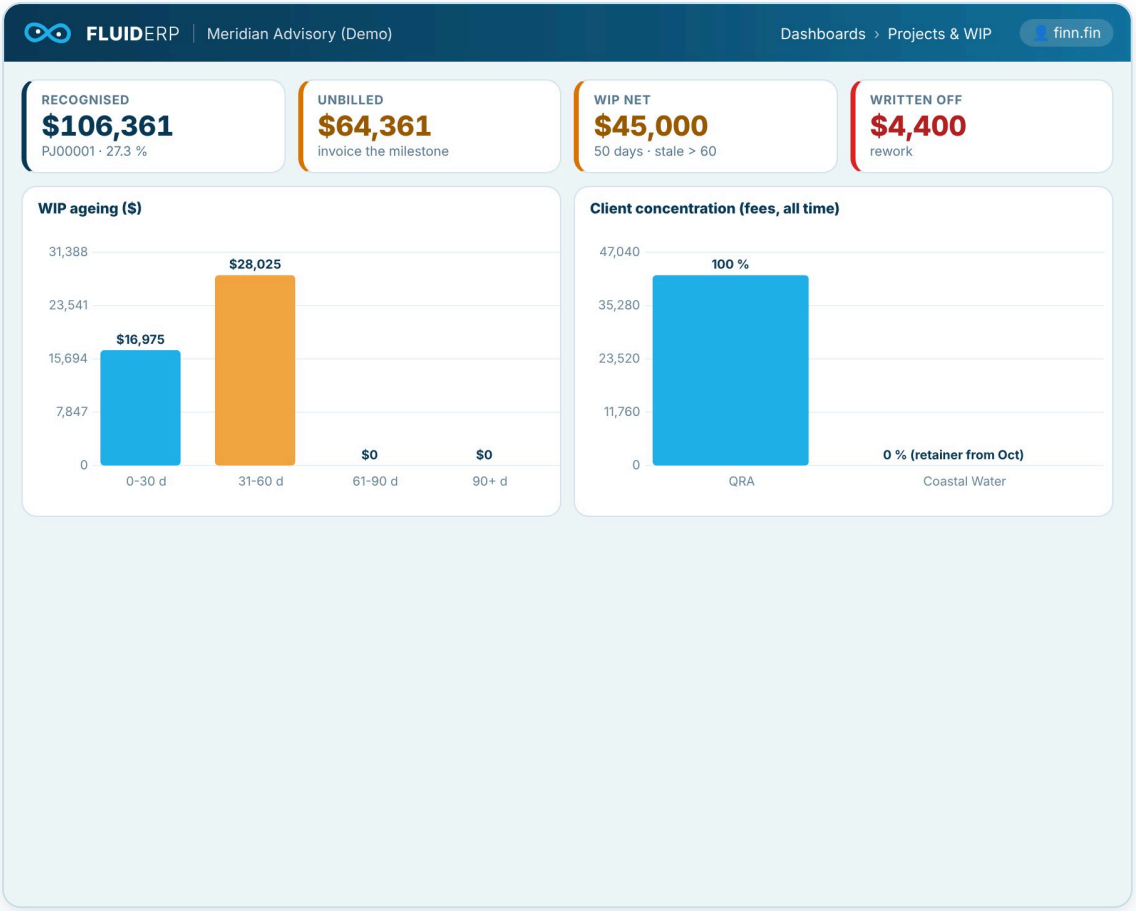
October
146,050.
`cprevfc`

December
Only the retainer.
`cpretainer`

Projects & WIP

Where **Dashboards › Projects & WIP** Who **finance, partner**

Recognised, unbilled, WIP ageing and client concentration.



Projects & WIP

What each tile is and where it comes from

Recognised
$106,361.
`cpproject`

Unbilled
$64,361.
`cpproject`

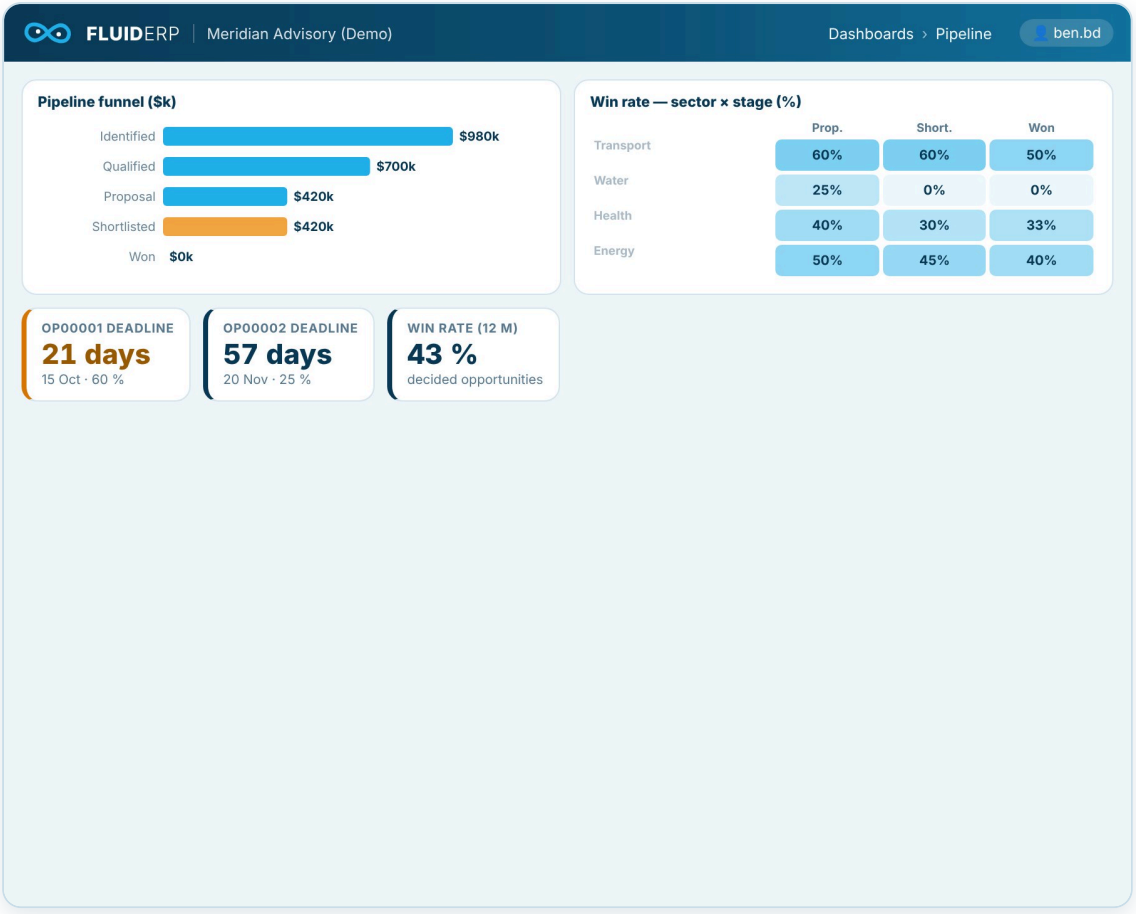
WIP net
$45,000, oldest 50 days.
`cptime · cpwriteoff`

Written off
$4,400.
`cpwriteoff`

Pipeline

Where **Dashboards › Pipeline** | Who **business development**

Funnel, win rate by sector × stage and deadlines.



Pipeline

What each tile is and where it comes from

Funnel
Opportunities by stage.
`cpopp`

Win rate
Won ÷ decided by sector.
`cpopp`

Deadlines
Submission dates approaching.
`cpopp`

9 Reports

Twenty-four reports ship with the edition, including the workbench charts.

Running and printing a report

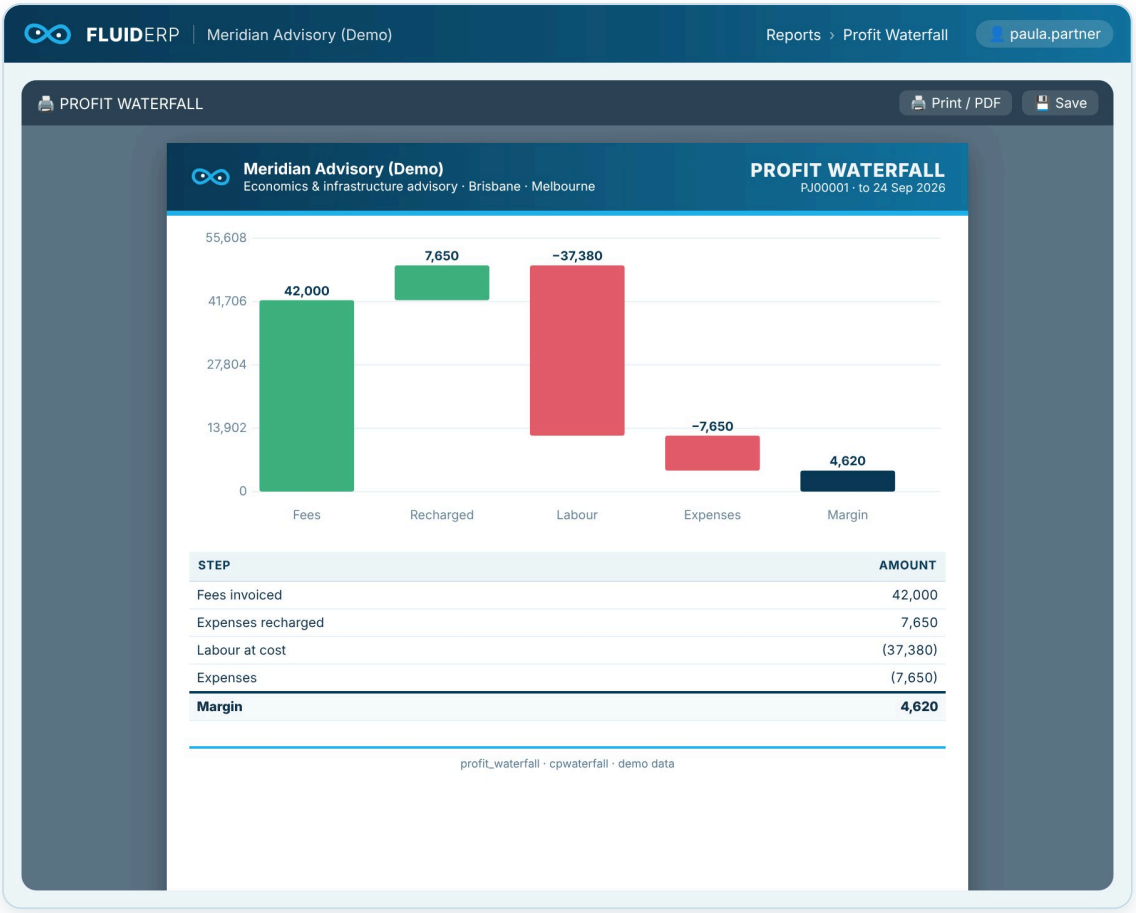
1. Open 🖨️ **Reports** on the launcher (or the report's own tile) and pick the report.
2. Fill the parameters. Required parameters are marked; dates accept `$today`-style defaults and lookups show “value — description”.
3. Press ▶ **Run**. The report draws its shape — grid with subtotals, chart, pivot, calendar, Gantt, board or tree — from the live rows.
4. Press 🖨️ **Print** to open the printed copy (letterhead, document header, footer) in the document viewer, then 🖨️ **Print / PDF** or 💾 **Save**. Reports with a file layout also offer 💾 **Export File**.

Report catalogue

REPORT	SHOWS	TYPICAL READER
Profit Waterfall	Project P&L in five steps	partners
Regression	Scatter, fit, equation, statistics	clients, economists
Demand Forecast	Fan chart and table	clients
LP Solution	Values, duals, shadow prices	clients
Market Model	Supply, demand, tax incidence	clients
Tornado	NPV sensitivity	clients
Utilisation	By consultant and grade	partners
WIP Ageing	Unbilled by age	finance
Revenue Recognition	Recognised vs invoiced	finance
Trial Balance	Core ledger	finance

Profit waterfall

Fees, recharges, labour, expenses and the margin — for the partner review.



Profit waterfall

Regression

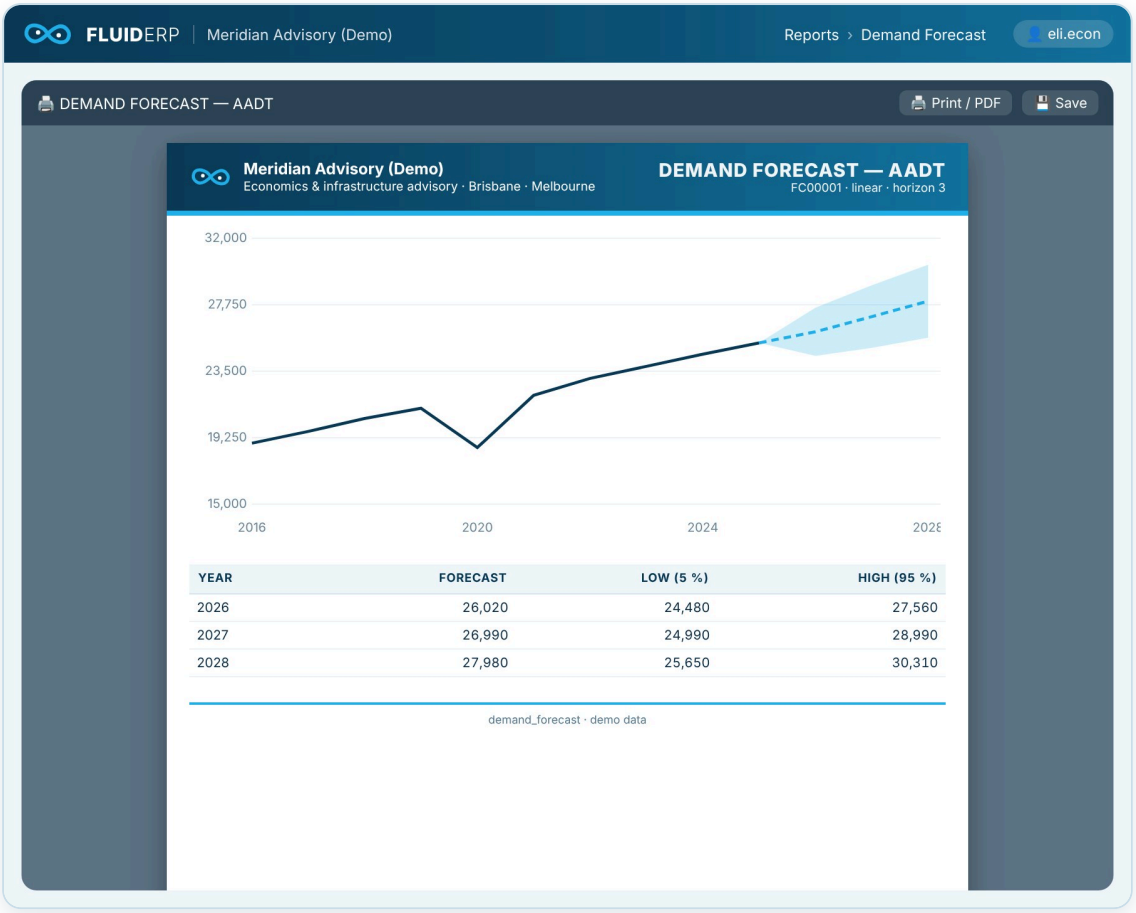
Statistics in the header; the scatter (income held at its mean) and fitted line drawn from the observations and coefficients.



Regression

Demand forecast

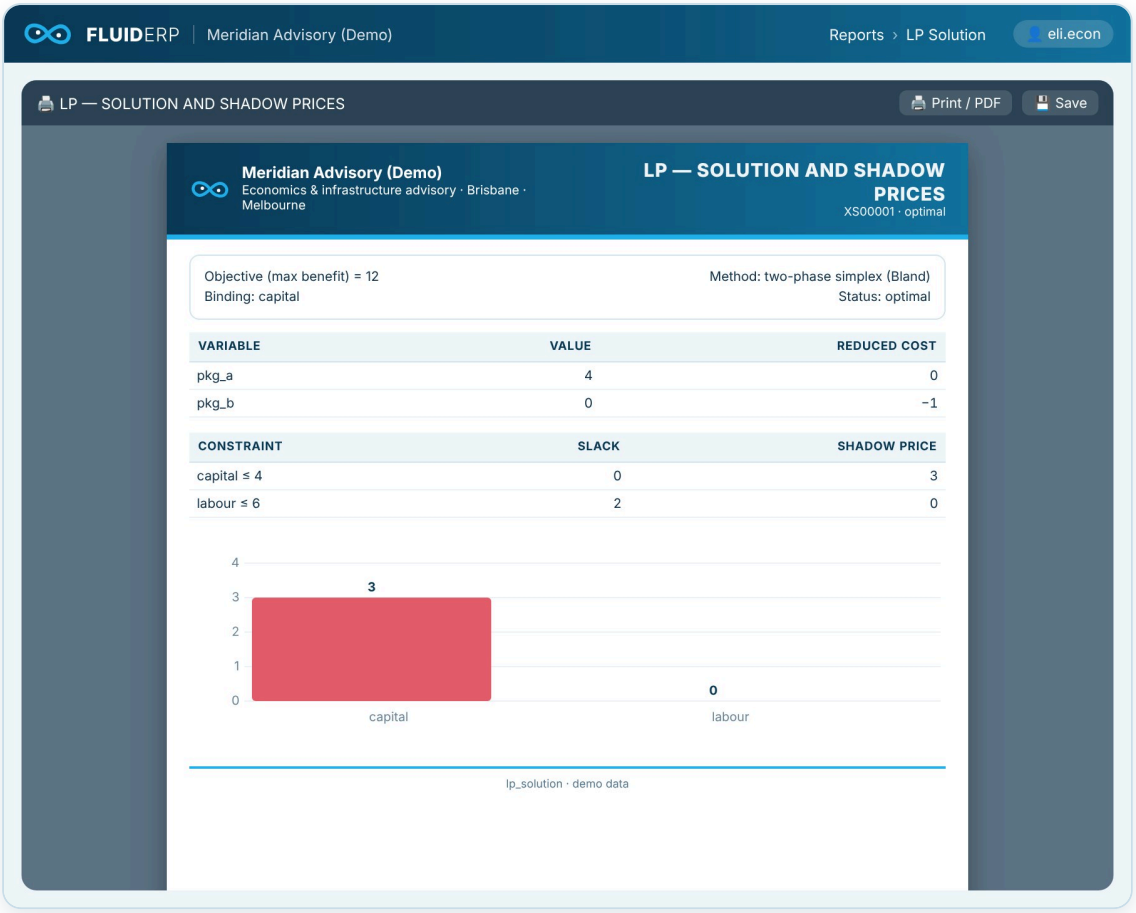
Observed AADT and the 90 % band to 2028.



Demand forecast

LP solution

Values, reduced costs, slacks, duals and a bar of the shadow prices.



LP solution

10 Matching

A matching screen sets two lists side by side — for example bank statement lines and cashbook entries — and pairs the rows that belong together. Matching is a definition (`tblmatchdef`): it names the two sides, the fields to compare, the tolerances and what a confirmed match writes.

How every matching screen works

1. Open the matching screen from its 🔀 tile on the launcher, or with 🔀 **Match** on a form that takes part in it.
2. 🔄 **Auto Match** runs when the screen opens. Rows that meet the rule are paired and arrive **pre-ticked** in green.
3. Read the **summary strip**: how many pairs, how many unmatched on each side, and any outstanding amount.
4. Untick any pair you do not accept. To pair rows by hand, tick one row on each side and press 🔗 **Match Selected**. ✖ on a pair puts both rows back.
5. Press ✔ **Confirm Ticked**. Both sides are stamped (so they never match again), a session record is written, and the reconciliation report opens in the document viewer.

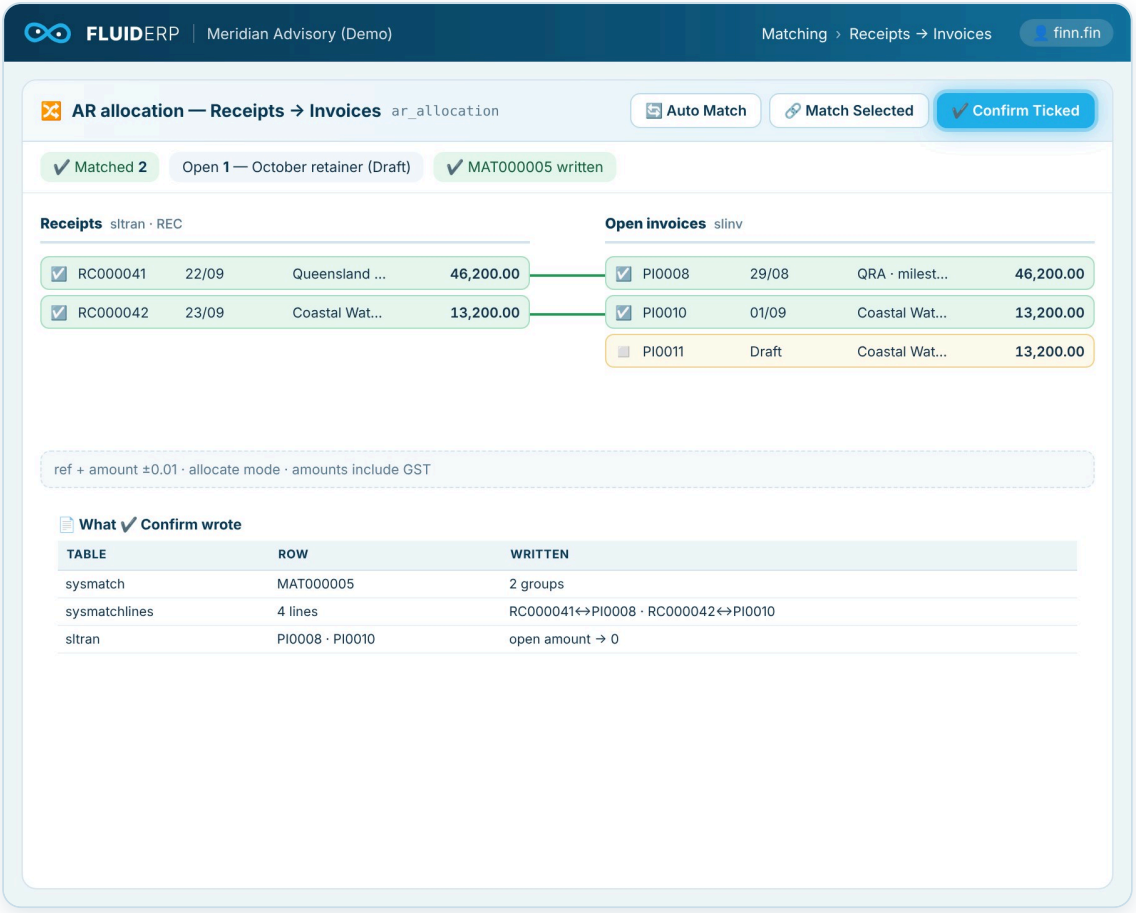
What ✔ Confirm Ticked writes	matching definition · confirm
✓ `sysmatch`	the session header — definition, who, when, number of groups (MAT number)
✓ `sysmatchlines`	one line per row in each confirmed group
✓ `each side`	the stamp field (for example matched_ind = M) and any counterpart fields the definition copies across

UNMATCHED IS INFORMATION

What is left after Auto Match is the exception list: an unexplained bank fee, a payment with no reference, a count that disagrees. Deal with those, not with the hundreds of rows that matched.

Receipts to invoices

Who **finance** | Where **Matching › Receipts → Invoices**



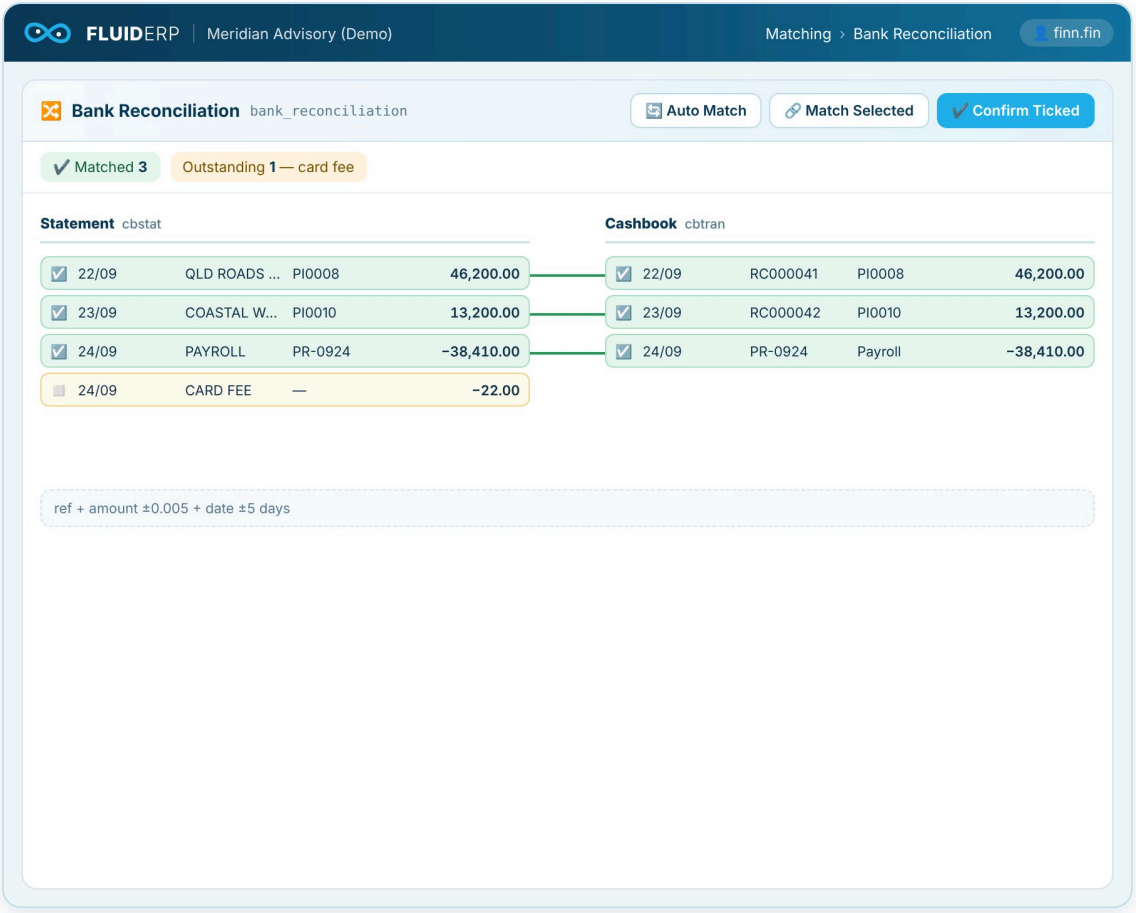
QRA's 46,200 and Coastal Water's 13,200 pair with their invoices; October's retainer remains open.

1. 🔄 **Auto Match** (ref + amount ±0.01, amounts include GST).
2. ✔ **Confirm Ticked** writes the match and stamps both sides.

What ✔ Confirm writes	ar_allocation
✓ `sysmatch`	Match group
✓ `sysmatchlines`	Pairs
✓ `sltran`	Open amounts → 0

Bank reconciliation

Who **finance** | Where **Matching › Bank Reconciliation**



Receipts and payroll tick off; a card fee is left for a bank rule.

1. Import the statement once; 🔄 **Auto Match**; ✔️ **Confirm Ticked**.

11 Messages, refusals and what to do

FLUID refuses an action rather than let a figure go wrong. Every refusal names its rule. These are the ones you will meet on this platform.

MESSAGE (IN SHORT)	WHY	WHAT TO DO
Timesheet locked — approved	Approved hours are final.	Raise an adjustment line.
Write-off needs partner approval	Only partners write off WIP.	Ask the partner.
Retainer already invoiced for this period	One invoice per period.	Open the existing invoice.
Model did not solve — infeasible / unbounded	The LP has no finite optimum.	Check constraints and signs.
Too few observations	Regression needs more rows than parameters.	Add observations.
Over-billed	Invoiced exceeds recognised.	Defer the next invoice or review % complete.

12 Data reference and glossary

Tables you will meet

TABLE	HOLDS	WRITTEN BY
`cpconsult`	Consultants, grades, rates, derived utilisation	admin; calculations
`cpbooking`	Bookings	PMs
`cptime`	Timesheets	consultants; PMs
`cpproject`	Projects, % complete, recognition	PMs; calculations
`cpcurve`	S-curve months	PMs; calculations
`cpfeedback`	Client feedback	PMs; client portal
`cpwriteoff`	Write-offs	partners
`cpretainer · cpinv`	Retainers and invoices	finance; buttons
`cpwaterfall`	Waterfall steps	📊 Build Waterfall
`cpregress · cpobs`	Regressions and observations	economists; engine
`cpforecast · cpfcout`	Forecasts and projections	engine
`cpsolve · cpsolvevar · cpsolvecon`	LP and I-O models	engine
`cpsens`	Sensitivity variants	🌪️ Build Tornado
`sysmatch`	Match groups	matching screens

Glossary

TERM	MEANING
WIP	Work in progress — approved hours not yet invoiced.
Utilisation	Chargeable hours ÷ capacity.
Bench	Capacity not booked.
NPS	Net promoter score: % promoters − % detractors.
S-curve	Cumulative planned vs actual cost.
Shadow price	Objective gain from one more unit of a binding constraint.
Leontief inverse	$(I - A)^{-1}$: total output needed per unit of final demand.
Durbin-Watson	Test statistic for autocorrelated residuals (≈ 2 is none).
Capture	Recording something once — by form, phone app, file or feed.
Posting button	An aqua button that writes rows to other tables from the record in front of you.

TERM	MEANING
Posted · sealed	The record has been posted; the button is one-way and a second press writes nothing.
Calculated field (ƒ)	A read-only field the calculation engine keeps up to date.
Reference	The source record number carried on every row a button writes.
Matching definition	The rule for pairing rows of two tables and what confirming writes.
Session (MAT…)	The record of one confirmed matching run.
Gateway	The server that checks every read and write against the rules for your group.

A Walk it once on the demo package

The Meridian package is installed with consultants, projects, bookings and models in place on 24 September 2026.

Project manager and partner

1. Bookings: add a week for Eli; see his bench fall.
2. Timesheets: approve week 39.
3. Write-offs: approve WO0003; WIP nets to 45,000.

Finance

1. RT00001 → 🧾 Raise Retainer Invoice.
2. PJ00001 → 📊 Build Waterfall.
3. Matching: receipts → invoices; bank reconciliation.

Economist

1. RG00001 → 📐 Fit; read the header statistics.
2. FC00001 → 🔮 Run Forecast; switch to Holt.
3. XS00001 → 🧮 Solve LP; XS00002 → 🧮 Solve I-O; MR00001 → 🌪️ Build Tornado.

For the administrator

TASK	HOW
Deploy	Import the consulting package and the client portal; run the self-test.
Grades and rates	Set grade targets and bill rates before the first booking.
Schedules	Retainer invoicing on the 1st at 06:00; calculations every 5 minutes.
Workbench	The math engine runs inside the posting service; no external solver is needed.