

Project Control and Earned Value Management Training

This two day interactive workshop that provide participants with the tools to achieve success. Through an interactive step-by-step process, this workshop allows you to practice through case studies with a systematic approach into the project monitoring and control using Earned Value Management method.

Shanghai, China
21st & 22nd January 2010



Your International Facilitator:

Francis Hung, Managing Director – ProTrain China Consulting

ProTrain China Experience

Beijing Olympics

► Support and enhance the Program Management Office to deliver projects in 3 areas: TV Broadcasting, International Sponsorship & Ticketing

Shanghai F1 Championship

► Set up a Program Management Office to manage the deployment of F1 properties in TV broadcasting and magazine publishing

Guangdong Nortel

► Set up a Program Management Office in the JV Guangdong Nortel in China for cost reductions projects

BUPT Nortel R&D Center

► Start up the first Nortel R&D Center in China for Wireless network development programs

About Francis Hung

Specialization

- Project Management Consulting & Training
- Setting up project management office (PMO)
- Strategic program management and purchasing management

Sector & Industry Experience:

Manufacturing, Telecom, Information Technology, Finance, Call Center operation

Major Projects

Shanghai 168 Internet Call Center, SYWG security B-share trading system, Nortel digital cross connect program manager, NASA space shuttle EMI component reliability program, Greatwall CDMA service and billing system

Testimonials

"One of the best course I ever received, Francis is absolutely a trainer's trainer." Helen Liu, VP & Associate, Adfaith Management Consultant, Beijing, China.

■ Apollo Project Control and Management Workshop

Successful projects rely on comprehensive integrated management principles, tools and techniques. Through hands-on activities, using extensive case studies, attendees will gain practical skills to coordinate the development of, oversee, evaluate and critique projects and programs using Earned Value technique. Participants will gain the necessary skills to use advanced project management skills with extensive EVM capabilities. This allows candidates to obtain early warning and time to perform correction to maximize the chance of project success.

What the Seminar Will Help You Achieve:

Through an immersive, simulated case study, you gain practical experience evaluating the development and implementation of a complex project control management plan. Activities include:

- Project budget development process
- The art of cost estimation
- Evaluating work breakdown structures
- Using EVM to monitor a project
- Case studies of EVM technique
- Project control using EVM tool by Apollo
- Exploiting the power of EVM using Value Analysis
- Innovation through Value Analysis – Value Engineering
- Learn how Cost Breakdown Analysis can improve your product cost
- Scaling EVM from Simple to Advanced Implementations
- Conducting and evaluating an Integrated Baseline Review
- Managing program change
- Assessing organizational EVM implementation

Testimonials

"Francis is an experienced and well organized trainer with good understanding of the subject. His unique Project Management tool that is so useful and covers all important aspects of project management." – Oonagh Chan, Head of Broadcast Division, Hong Kong Jockey Club.

Pre-Course Questionnaire

In order to tailor this course precisely to your needs, the course leaders would value information on your knowledge, experience and requirements.

Thursday 21st January 2010

0845 Registration and morning coffee

0900 Workshop Introduction

– Project Cost Control and Earned Value Management

0915 Budget Development Process

The art of cost estimation and best practices

- Defining the cost estimate's process
- Developing the estimating plan
- Defining program characteristics
- Determining the estimating structure
- Developing a point estimate and comparing it to an independent cost estimate
- Conducting sensitivity analysis
- Conducting risk and uncertainty analysis
- Setting the budget
- Presenting the estimate for management approval
- Updating the estimate to reflect actual costs and changes
- Prepare for a budget proposal

1015 Morning Refreshment and Networking Break

1030 Advanced Cost Estimate Tools and Techniques

- Refining the Work Breakdown Structure (WBS) for costing
- Improving accuracy by using Mind Mapping technique
- Cost Breakdown Analysis (CBA) tool for costing
- Workshop: develop a detailed cost estimate using WBS, Mind Map and CBA

1230 Luncheon

1330 Using Earned Value to Monitor a Project

Understanding the value of EVM

- Evaluating the importance of EVM and Cost Estimating
- Estimating the benefits of EVM and Cost Estimating
- Establishing a plan to implement advanced EVM and Cost Estimating techniques

Monitoring progress, Improving performance using EVM

- What is EVM and how its contribution to project success
- How to setup project baselines
- Coordinating contracting processes, strategies and negotiations
- Conducting financial planning and execution reviews
- Workshop – Develop an Earned Value template for a project

1530 Afternoon Refreshment and Networking Break

Exploiting the power of EVM

Evaluating linkages between cost, EVM and innovation

- Discussing life cycle cost estimating methods
- Examine the Value Analysis for cost reduction opportunity
- Innovation technique with Value Analysis
- Case studies on Value Analysis – Value Engineering
- Workshop: VA – VE exercise

1730 Conclusion Day One

About your facilitator

Francis Hung, PMP, P. Eng, RCDD

Managing Director – ProTrain China Consulting

Francis Hung is a Canadian Chinese fully bilingual in English and Chinese professional specializing in project management and procurement management. A certified trainer for the Project Management Institute and the European Institute of Procurement Management (EIPM) programs. He is strong in PMI project management framework and the Prince2 project management methodology training and implementation. He is also a PhD candidate in strategic program management.

Francis has years of experience in project management and business development training, has a solid background and extensive work done in business planning, cost management and the implementation of project management office (PMO) for large corporations.

Manufacturing:

- Chemical Process Engineering in developing a manufacturing line for military electronic ceramic production, using statistical quality control technique.
- Electronic assembly Engineering: in production of military power supply modules meeting extreme environmental requirements at Murata Erie.
- Circuit pack manufacturing support for Nortel high volume telephone line circuit pack production. Achieving high yield and production capacity (7 million units/year) objectives.
- Project manager on a joint program with Motorola in manufacturing a high volume solid-state over voltage silicon chip module at 300K units per week.

Telecom:

- Silicon chip designer for Nortel first digital telephone system.
- Program manager for Nortel's data cross connect system.
- First internet enabled call center for Shanghai 168 call center.
- China Mobile network management system.
- Program manager for China Greatwall CDMA mobile network billing and roaming control (HLR) system.

Finance:

- Project director for China largest B-share security trading system.

Standards:

- US Military-standard 202 and 28861 implementation for EMI program
- North America Bell Telephone system spec on LSSGR standard development
- ISO-9001 certification for first R&D lab in China.

Leadership:

- Started the first Nortel R&D center in Beijing in 2004.
- Senior VP of Hong Kong Systek Information Technology (a listed company).
- President of Canadian Ceramic Society.

Friday 22th January 2010

0845 Registration and morning coffee

0900 Workshop Introduction

– Practical Implementing EVM in the Organization

0910 Adopting EVM policies and standards

- Translating an EVM legal and regulatory framework
- Reviewing and applying international EVA standards
- Understanding, assessing and evaluating EVM methodologies
- Case studies in using EVM to manage large and small programs

1015 Morning Refreshment and Networking Break

1030 Project Control using Apollo EVM Tool

- Project setup in Apollo
- Case Studies with Apollo EVM implementation
- Practice project control by Apollo EVM Tool

1230 Luncheon

1330 Implementing advanced EVM techniques

- Utilizing EVM to integrate technical performance, schedule performance and cost performance
- Synthesizing EVM techniques and analysis
- Creating program status reporting for stakeholders
- Interpreting graphic trend analysis

1515 Afternoon Refreshment and Networking Break

1530 Using effective EVM and cost estimates to guide Project/Program process

- Applying EVM to track progress
- Applying EVM to track progress and schedule performance
- Advanced EVM implementation: integrating with progress, schedule and cost control

Reviewing Project Progress Reporting and Action Plan

- Evaluating the selection and employment of an information system
- Collecting, processing, maintaining, transmitting and reporting data on financial events
- Assessing the purpose of the data
- Supporting financial planning and budgeting activities
- Management dashboard for corporate wide reporting system

1700 Conclusion Day Two and Feedback

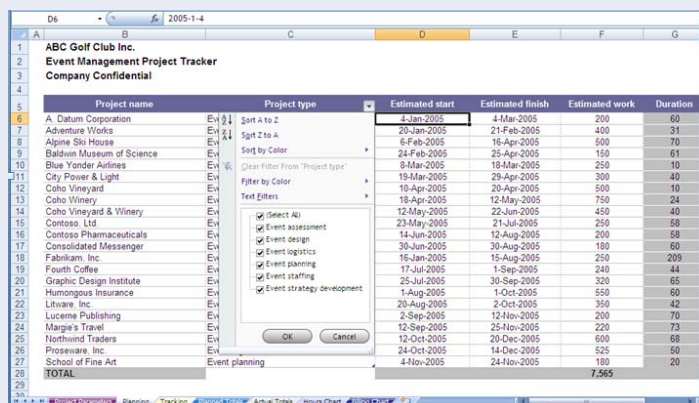
In-House Training Solutions

If you have a number of delegates with similar training needs, then you may wish to consider having an In-House Training solution delivered locally on-site. Course can be tailored to specific requirements.

Please contact **Whitney Shen** on **+86 28 6552 1255** or email **whitney.shen@martinlinking.net** to discuss further possibilities.

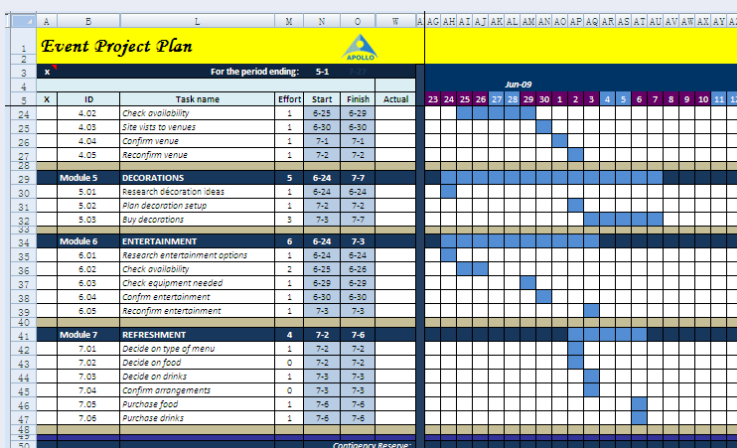
Project Planning Tools

The event planning tool provides a convenient way to record, track and monitor various activities in the overall event planning. The event can be divided into phases and projects. Each can be sorted and analyzed from each category.



Project name	Project type	Estimated start	Estimated finish	Estimated work	Duration
A. Datum Corporation	Ev	4-Jan-2005	4-Mar-2005	200	60
Adventure Works	Ev	20-Jan-2005	21-Feb-2005	400	31
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Baldwin Museum of Science	Ev	24-Feb-2005	28-Apr-2005	150	61
Blue Yonder Airlines	Ev	8-Mar-2005	18-Mar-2005	250	10
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Coho Vineyard	Ev	10-Apr-2005	20-Apr-2005	500	10
Coho Winery	Ev	18-Apr-2005	12-May-2005	750	24
Coho Vineyard & Winery	Ev	12-May-2005	22-Jun-2005	450	40
Contoso, Ltd.	Ev	23-May-2005	21-Jul-2005	250	58
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Consolidated Messenger	Ev	30-Jun-2005	30-Aug-2005	180	60
Fabrikam, Inc.	Ev	16-Jan-2005	15-Aug-2005	250	209
Fourth Coffee	Ev	17-Jul-2005	1-Sep-2005	240	44
Graphic Design Institute	Ev	25-Jul-2005	30-Sep-2005	320	65
Humongous Insurance	Ev	1-Aug-2005	1-Oct-2005	550	60
Litware, Inc.	Ev	20-Aug-2005	2-Oct-2005	350	42
Lucerne Publishing	Ev	2-Sep-2005	12-Nov-2005	200	70
Margie's Travel	Ev	12-Sep-2005	25-Nov-2005	220	73
Northwind Traders	Ev	12-Oct-2005	20-Dec-2005	600	68
Proseware, Inc.	Ev	24-Oct-2005	14-Dec-2005	525	50
School of Fine Art	Ev	4-Nov-2005	24-Nov-2005	180	20
TOTAL				7,565	

The **EVM tool** (by Apollo) provides a template of event tasks that have been pre-defined for your use. This tool integrates the project tasks and manage through EVM. This allows the user to track project progress, schedule and cost performance. Allowing you to compare with the set baseline.



Task name	Effort	Start	Finish	Actual
4.02 Check availability	1	6-25	6-28	
4.03 Site visits to venues	1	6-30	6-30	
4.04 Confirm venue	1	7-1	7-1	
4.05 Reconfirm venue	1	7-2	7-2	
Module 5 DECORATIONS	5	6-24	7-7	
5.01 Research decoration ideas	1	6-24	6-24	
5.02 Plan decoration setup	1	7-2	7-2	
5.03 Buy decorations	3	7-3	7-7	
Module 6 ENTERTAINMENT	6	6-24	7-3	
6.01 Research entertainment options	1	6-24	6-24	
6.02 Check availability	2	6-29	6-29	
6.03 Check equipment needed	1	6-29	6-29	
6.04 Confirm entertainment	1	6-30	6-30	
6.05 Reconfirm entertainment	1	7-3	7-3	
Module 7 REFRESHMENT	4	7-2	7-6	
7.01 Decide on type of menu	1	7-2	7-2	
7.02 Decide on food	0	7-2	7-2	
7.03 Decide on drinks	1	7-3	7-3	
7.04 Confirm arrangements	0	7-3	7-3	
7.05 Purchase food	1	7-6	7-6	
7.06 Purchase drinks	1	7-6	7-6	

Who should attend?

Anyone who is currently involved directly or indirectly in the project management and control will be benefited to this training. People in the following categories will find this workshop particularly useful:

- General manager
- Marketing
- Program managers
- Senior program managers
- Project managers
- Program directors
- Sponsors
- Finance
- Anyone who is involved in project/program control and budgeting

项目控制和挣值管理培训

这个为期两天的互动培训，为参会者提供达到成功的一系列工具。通过互动的一步一步的过程，本次培训可以让您通过案例分析来实践使用挣值管理(EVM)方法来系统地进行项目监控和控制。

中国上海
2010 年 1 月 21-22 日



培训师:
Francis Hung, 董事总经理– ProTrain China Consulting

ProTrain在中国的经验
北京奥运会

►支持和加强北京奥运会项目管理办公室在3个领域成功交付项目：电视播放，国际赞助及门票

上海F1大奖赛
►建立一个项目管理办公室来管理F1的相关内容在电视播放和杂志出版的部署

广东北电
►在广东北电建立一个项目管理办公室来进行成本削减项目

北京邮电大学北电研发中心
►在中国开始第一个北电无线网络开发项目研发实验室

关于 Francis Hung
专长

- 项目管理咨询与培训
- 建立项目管理办公室（PMO）
- 战略项目和采购管理

部门和行业经验:
电信，信息技术，金融，制造，呼叫中心运营

主要项目
上海168互联网呼叫中心，申银万国证券B股交易系统，北电网络数字交叉连接项目经理，美国宇航局航天飞机项目的EMI元件的可靠性项目，长城CDMA服务和计费系统

证言
“这是我受到的最好培训之一，Francis 绝对是一个培训师的培训师。” -Helen Liu, VP & Associate, 正略钧策, 北京, 中国

■ Apollo 项目控制和管理培训

成功的项目依赖于全面综合的管理原理，工具和技术。通过实践活动，利用广泛的案例研究，参会者将获得实用的技能，使用挣值技术协调发展，监督，评价和批判项目。与会者将获得必要的使用先进的项目管理技能特别是广泛的EVM技能。这能使参会者获得预警和时间来执行修正以获得最大限度的项目成功机会。

该培训将帮助您达到以下目标:

通过身临其境，模拟案例研究，您将获得评价制定和实现一个复杂项目的控制管理计划的实践经验。活动包括：

- 项目预算编制进程
- 成本估算的艺术
- 评估WBS（工作分解结构）
- 使用EVM来监测项目
- EVM技术的案例分析
- 使用Apollo的EVM工具来进行项目控制
- 通过价值分析来了解EVM强大功能
- 通过价值分析来进行创新-价值工程
- 了解如何使用成本构成分析改善您的产品成本
- EVM从简单到高级的实现
- 开展和评估集成基线的评审
- 管理项目的改变
- 评估组织中的EVM实施

证言
“Francis 是能非常好地理解这个主题的一位经验丰富和条理分明的培训师。他独特的项目管理工具非常有效，并涵盖了所有项目管理的要点。” – Oonagh Chan, Head of Broadcast Division, 香港赛马会。

预先课程问卷
为了使这一课程真正适合您的需求，培训师将会评估你现有的知识，经验和需求。

2010 年 1 月 21 日星期四

0845 签到和早茶

0900 培训介绍

– 项目成本控制和挣值管理

0915 预算编制过程

成本估算的艺术和最佳做法

- 定义成本估算的过程
- 制定估算计划
- 定义项目的特点
- 确定估算结构
- 制定一个点估算，并与一个独立的成本估算作比较
- 进行灵敏度分析
- 进行风险和不确定性分析
- 设定预算
- 向管理层提出预算批准申请
- 更新估算以反映实际成本和变化
- 准备预算提案

1015 上午茶歇及人际交流

1030 高级成本估算工具和技术

- 完善成本的工作分解结构（WBS）
- 通过使用思维导图技术来提高准确性
- 成本的成本分解分析（CBA）工具
- 实践：运用工作分解结构，思维导图和 CBA 制定一个详细的费用估算

1230 午餐

1330 使用挣值监控一个项目

理解 EVM 的价值

- 评价 EVM 和成本估算的重要性
- 估算 EVM 和成本估算的好处
- 建立一个计划以实施高级 EVM 和成本估算技术

用 EVM 监测进展，改善绩效

- 什么是 EVM 和如何对项目的成功起作用
- 如何设定项目基线
- 协调制定合同的过程，战略和谈判
- 进行财务规划和执行审查
- 实践：为项目开发一个挣值模板

1530 午间休息和人际交流

利用 EVM 的效力

评价成本，EVM 和创新之间的联系

- 讨论生命周期成本估算方法
- 检查价值分析以发现降低成本的机会
- 价值分析与创新的技术
- 价值分析的案例分析-价值工程
- 培训: VA – VE 练习

1730 第一天总结

关于你的培训师

Francis Hung, PMP, P. Eng, RCDD
董事总经理 – ProTrain China Consulting

Francis Hung 是一位加拿大籍中国人，能讲流利中文和英文双语。他专于项目管理和采购管理。他是美国项目管理学会和欧洲采购管理学会 (EIPM) 的认证培训师。他强于 PMI 项目管理框架和 Prince2 项目管理方法的培训和实施。他还是战略项目管理的博士生。

Francis Hung 在项目管理和业务发展的培训上有多年的经验，在业务规划，成本管理和在大型企业实施项目管理办公室（PMO）上的具有坚实的背景和丰富的工作经验。

制造业:

- 运用统计质量控制技术，用“化工过程工程”开发军事电子陶瓷的生产的一条生产线。
- 电子组装工程: Murata Erie 零部件在在生产军事电源模块对极端环境的要求。
- 北电大容量电话线路板的生产的电路板制造支持。实现高产量和生产能力（7 万/年）的目标。
- 作为与摩托罗拉公司的生产大容量固态过电压硅芯片模块（30 万件每周）的合作项目的项目经理。

电信业:

- 作为北电第一代数字电话系统的硅芯片设计师。
- 北电的数据交叉连接系统的项目经理。
- 上海 168 呼叫中心的第一代应用互联网的呼叫中心。
- 中国移动的网络管理系统。
- 中国长城 CDMA 移动网络计费 and 漫游控制（HLR）系统的项目经理

金融:

- 中国最大的 B 股证券交易系的项目负责人。

标准:

- 美国军方 202 和 28861 标准在 EMI 项目中的实行。
- 在 LSSGR（LATA 交换系统一般要求）标准发展中的北美贝尔电话系统的规格。
- 中国第一个研发实验室的 ISO - 9001 认证。

领导能力:

- 于 2004 年在北京启动第一个北电的研发中心。
- 香港 Systek 资讯科技（上市公司）的高级副总裁。
- 加拿大陶瓷学会主席。

星期五 2010 年 1 月 22 日

0845 签到及早茶

0900 培训介绍

-在组织中实际实施EVM

0910 采取 EVM 的政策和标准

- 转换一个 EVM 的法律和监管框架
- 回顾和采用国际的 EVA 标准
- 了解, 评估和评价 EVM 的方法
- 案例研究: 运用 EVM 管理大型和小型的项目

1015 早茶和人际交流

1030 利用 Apollo 的 EVM 工具进行项目控制

- 在 Apollo 中进行项目设置
- Apollo EVM 实现与案例研究
- 实践 Apollo EVM 工具的项目控制

1230 午餐

1330 实施先进的 EVM 技术

- 利用 EVM 整合技术绩效, 进度绩效和成本绩效
- 合成 EVM 的技术和分析
- 为利益相关者创建项目状态报告
- 解读图化的趋势分析

1515 午茶和人际交流

1530 使用有效的 EVM 和成本估计来指导项目/计划的流程

- 应用的 EVM 追踪进展
- 应用的 EVM 跟踪进展和计划绩效
- 高级 EVM 实施: 与进展, 计划和成本控制相结合

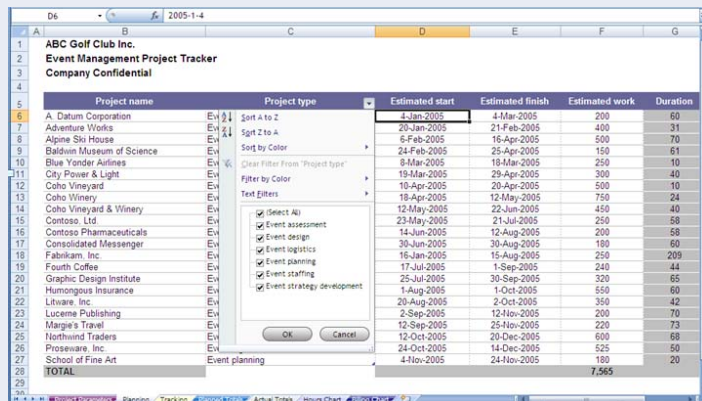
回顾项目进展情况报告和行动计划

- 评价用信息系统的选择和运用
- 收集、处理、维护、传递和报告金融事件的数据
- 评估数据的用处
- 支持财务规划和预算编制活动
- 企业报告系统的管理面板

1700 第二天总结和反馈

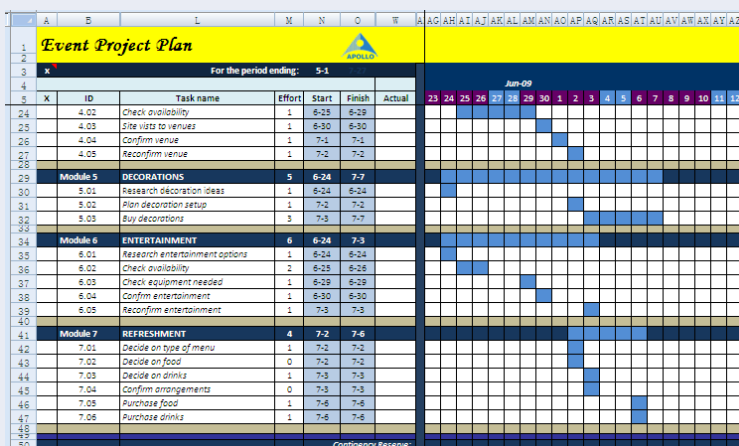
项目计划工具

该活动计划工具提供了一种方便的方法来记录, 跟踪和监督整体活动计划中的各种活动。该活动可分为阶段和项目。每个阶段和项目都能分类进行排序和分析。



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Coho Vineyard	Ev	10-Apr-2005	20-Apr-2005	500	10
Coho Winery	Ev	18-Apr-2005	12-May-2005	750	24
Coho Vineyard & Winery	Ev	12-May-2005	22-Jun-2005	450	40
Contoso, Ltd	Ev	23-May-2005	21-Jul-2005	250	58
Contoso Pharmaceuticals	Ev	14-Jun-2005	12-Aug-2005	200	58
Consolidated Messenger	Ev	30-Jun-2005	30-Aug-2005	180	60
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Graphic Design Institute	Ev	25-Jul-2005	30-Sep-2005	320	65
Humongous Insurance	Ev	1-Aug-2005	1-Oct-2005	550	80
Liware, Inc.	Ev	20-Aug-2005	2-Oct-2005	350	42
Lucerne Publishing	Ev	2-Sep-2005	12-Nov-2005	200	70
Marge's Travel	Ev	12-Sep-2005	25-Nov-2005	220	73
Northwind Traders	Ev	12-Oct-2005	20-Dec-2005	600	68
Proseware, Inc.	Ev	24-Oct-2005	14-Dec-2005	525	50
School of Fine Art	Ev	4-Nov-2005	24-Nov-2005	180	20
TOTAL				7,565	

该 **EVM tool** (由 Apollo 开发) 提供了为您的使用预先定义好了的事件的任务模板。本工具集成了项目任务并通过 EVM 进行管理。这使得用户可以跟踪项目进展情况, 计划和成本的表现。让您可以与设定的基准进行比较。



ID	Task name	Effort	Start	Finish	Actual
4.0.0	Check availability	1	6-25	6-29	
4.0.0	Site visits to venues	1	6-30	6-30	
4.0.4	Confirm venue	1	7-1	7-1	
4.0.5	Reconfirm venue	1	7-2	7-2	
Module 5 DECORATIONS 5 6-24 7-7					
5.0.1	Research decoration ideas	1	6-24	6-24	
5.0.2	Plan decoration setup	1	7-2	7-2	
5.0.3	Buy decorations	3	7-3	7-7	
Module 6 ENTERTAINMENT 6 6-24 7-3					
6.0.1	Research entertainment options	1	6-24	6-24	
6.0.2	Check availability	2	6-25	6-28	
6.0.3	Check equipment needed	1	6-29	6-29	
6.0.4	Confirm entertainment	1	6-30	6-30	
6.0.5	Reconfirm entertainment	1	7-3	7-3	
Module 7 REFRESHMENT 4 7-2 7-6					
7.0.1	Decide on type of menu	1	7-2	7-2	
7.0.2	Decide on food	0	7-2	7-2	
7.0.3	Decide on drinks	1	7-3	7-3	
7.0.4	Confirm arrangements	0	7-3	7-3	
7.0.5	Purchase food	1	7-6	7-6	
7.0.6	Purchase drinks	1	7-6	7-6	
Contingency Reserve:					

谁应参加?

每一位目前直接或间接参与项目管理和控制的人将会从本次培训中受益。以下列出的人将会发现本次培训对他们特别有用:

- 总经理
- 市场部人员
- 计划经理
- 高级项目经理
- 项目经理
- 项目总监
- 赞助商
- 财务人员
- 每一位关系到计划/项目控制和预算的人员

内训方案

如果贵公司有许多人有类似的培训需要, 那么你不妨考虑内部培训的解决方案。培训将在贵公司现场举行。并且培训可以根据您具体的要求来进行。

请联系 **Whitney Shen** 来讨论合作的可能:

电话: **+86 28 65521255**

电邮: **whitney.shen@martinlinking.net**

Project Control and Earned Value Management Training

SH 10025-Sales Contract-Please Complete in Capital Letters and Black Ink

Sales Contract

Please complete this form immediately and fax back to

Whitney Shen

Fax No: +86 28 6552 1233

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☐ **Two Day Training Fee** **RMB 7995 per person**

All the registered delegates are entitled for a set of documentation free of charge

☐ **DOCUMENTATION** **RMB 2500**

If you are unable to attend the conference/training but wish to receive copies of the conference/training documentation, please complete the sales contract, tick this box and return the contract with payment details.

Full Payment is required within 5 working days

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Company Size: ☐ 1-99 ☐ 100-249 ☐ 250-499
☐ 500-999 ☐ 1000+

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(Signatory must be authorized to sign on behalf of contracting organization.)

Name: _____
Position: _____
Signature: _____ Date: _____

This booking is invalid without a signature.



Register Now

Contact: Whitney Shen

Tel: +86 28 6552 1255

Fax: +86 28 6552 1233

Email: whitney.shen@martinlinking.net

Business Opportunities

An exhibition space is available at the conference. Sponsorship opportunities covering lunch, evening receptions and advertising in documentation packs are also available. Please contact Ms. Whitney Shen at +86 28 6552 1255.

Payment Method

Our payment terms are 5 working days on receipt of invoice and full payments can be made by bank transfer.

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2. Payment Terms - Following completion and return of the registration form, full payment is required within five (5) working days upon the issuance of invoice. Payment must be received prior to the conference/training date. A receipt will be issued on payment. Due to limited conference/training seats, we advise early registration to avoid disappointment. We reserve the right to refuse admission if payment is not received on time.
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