## 服务型需求整理

1规则

* 1. 商品，服务字样替换为服务
  2. 市场机制段落去掉
  3. 库存段落去掉
  4. 生产作业更改：看规则

（以下是计算时用的）

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | 服务A | 服务B | 服务C | 服务D |
| 人力 (时) | **100** | **190** | **200** | **220** |
| 变动费用（元） | 50 | 60 | 80 | 100 |
| 固定资产消耗（元） | 150 | 750 | 1000 | 1500 |

* 1. 材料订购段落去掉
  2. 管理费跟运营型保持一致：服务A: 4000元 服务B: 5000元 服务C: 6000元 服务D: 7000元
  3. 固定资产维护费：200元/10000元
  4. 班次和机器去掉
  5. 研究开发改为品牌投入，计算方式不变
  6. 人力资源管理不变，工资分为基本工资和绩效工资。
  7. 后面都保持一致，现金收支次序需要和公司会计表中的保持一致。
  8. 4个服务（类似快递，铁路托运等），4个市场：本地，省内，国内，国外。写规则里

1. 制定决策
   1. 去掉向市场供应部分
   2. 格式如下

| **价格(元)** | **市场1** | **市场2** | **市场3** | **市场4** | **广告** |
| --- | --- | --- | --- | --- | --- |

|  |  |
| --- | --- |
| 服务A |  |

|  |  |
| --- | --- |
| 服务B |  |

|  |  |
| --- | --- |
| 服务C |  |

|  |  |
| --- | --- |
| 服务D |  |

|  |  |
| --- | --- |
| 促销费 |  |

| **服务安排** | **市场1** | **市场2** | **市场3** | **市场4** | **品牌投入费用** |
| --- | --- | --- | --- | --- | --- |

|  |  |
| --- | --- |
| 服务A |  |

|  |  |
| --- | --- |
| 服务B |  |

|  |  |
| --- | --- |
| 服务C |  |

|  |  |
| --- | --- |
| 服务D |  |

| **人力/固定资产** | **新雇佣人数(人)** | **辞退人数(人)** | **买固定资产(元)** |
| --- | --- | --- | --- |

|  |  |
| --- | --- |
| 统计 |  |

| **财务** | **银行贷款(元)** | **发债券(元)** | **买国债(元)** | **分红(元)** | **工资系数** |
| --- | --- | --- | --- | --- | --- |

|  |  |
| --- | --- |
| 统计 |  |

1. 公共报表保持一致
2. 内部报表更改
   1. 公司会计表

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 公司会计项目 | 收支 (元) | 本期收入 (元) | 本期成本 (元) | 现金累计 (元) |
| 上期转来 |  |  |  | 2,038,412.50 |
| 银行贷款 | +0 |  |  | 2,038,412.50 |
| 发行债券 | +0 |  |  | 2,038,412.50 |
| 部分债券本金 | -0 |  |  | 2,038,412.50 |
| 债券息 | -0 |  | 0 | 2,038,412.50 |
| 培训费 | -3,000.00 |  | 3,000.00 | 2,035,412.50 |
| 退休费 | -6,000.00 |  | 9,000.00 | 2,029,412.50 |
| 基本工资 | -332,800.00 |  | 341,800.00 | 1,696,612.50 |
| 固定资产维护费 | -22,090.00 |  | 363,890.00 | 1,674,522.50 |
| 变动资产投入费 | -0 |  | 0 | 0 |
| 紧急救援贷款 | +0 |  |  | 1,674,522.50 |
| 品牌投入费 | -0 |  |  | 1,674,522.50 |
| 品牌投入费分摊 | -0 |  | 363,890.00 |  |
| 绩效工资 | -0 |  | 0 | 0 |
| 管理费 | -4,000.00 |  | 367,890.00 | 1,670,522.50 |
| 广告费 | -30,000.00 |  | 397,890.00 | 1,640,522.50 |
| 促销费 | -30,000.00 |  | 427,890.00 | 1,610,522.50 |
| 服务收入 | +485,000.00 | 485,000.00 |  | 2,095,522.50 |
| 折旧费 | -0 |  | 0 |  |
| 上期国债本金 | +0 | +0 |  | 2,095,522.50 |
| 上期国债利息 | +0 | +0 |  | 2,095,522.50 |
| 本期银行本金 | -0 | 485,000.00 |  | 2,095,522.50 |
| 本期银行利息 | -0 |  | 427,890.00 | 2,095,522.50 |
| 上期紧急贷款本金 | -0 |  |  | 2,095,522.50 |
| 上期紧急贷款利息 | -0 |  | 427,890.00 | 2,095,522.50 |
| 纳税 | -17,133.00 |  |  | 2,078,389.50 |
| 买固定资产 | -0 |  |  | 2,078,389.50 |
| 分红 | -0 |  |  | 2,078,389.50 |
| 买国债 | -0 |  |  | 2,078,389.50 |

* 1. 资产负债表
     1. 去掉原材料成本
     2. 固定资产原值
     3. 在途资产原值

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| 资产 | | | |  | 负债+权益 | | |
| 流动资产 | | | |  | 流动资产 | | |
| 现金 | + | 1,876,652.50 | |  | 负债 | | |
| 国债 | + | 0.00 | |  | 债券 | + | 0.00 |
| 品牌投入费待摊 | + | | 0.00 |  | 紧急贷款 | + | 0.00 |
| 总流动资产 | = | 2,993,714.04 | |  | 总负债 | = | 0.00 |
|  | | | |  |  | | |  |  |  |
| 固定资产 | | | |  | 权益 | | |  |  |  |
| 固定资产原值 | + | 4,000,000.00 | |  | 股东资本 | + | 10,000,000.00 |  |  |  |
| 固定资产折旧 | - | 200,000.00 | |  | 利润留存 | + | -2,960,738.46 |  |  |  |
| 在途资产原值 | + | 0.00 | |  | 季度净利润 | + | -245,547.50 |  |  |  |
| 总固定资产 | = | 3,800,000.00 | |  | 总股东收益 | = | 6,793,714.04 |  |  |  |
|  | | | |  |  | | |  |  |  |
| 总资产 | = | 6,793,714.04 | |  | 总权益加负债 | = | 6,793,714.04 |  |  |  |

* 1. 期末净资产
     1. 去掉原材料ABCD

|  |  |  |  |
| --- | --- | --- | --- |
| 项目 |  | 金额 (元) | 累计 (元) |
| 现金 | + | 1,876,652.50 | 1,876,652.50 |
| 国债 | + | 0.00 | 1,876,652.50 |
| 品牌投入费用待摊 | + | 0.00 | 2,993,714.04 |
| 固定资产原值 | + | 4,000,000.00 | 6,993,714.04 |
| 固定资产折旧 | - | 200,000.00 | 6,793,714.04 |
| 债券 | - | 0.00 | 6,793,714.04 |
| 在途资产原值 | + | 0.00 | 6,793,714.04 |
| 合计 |  |  | 6,793,714.04 |

* 1. 期末服务状况表

跟运营型保持一致

| **服务** | **市场** | **本期需求 (件)** | **本期服务(件)** | **市场份额 (%)** |
| --- | --- | --- | --- | --- |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| A | 1 | 136 | 62 | 100% |
| A | 2 | 136 | 62 | 100% |
| A | 3 | 144 | 70 | 100% |
| A | 4 | 149 | 0 | 0% |
| B | 1 | 59 | 0 | 0% |
| B | 2 | 59 | 0 | 0% |
| B | 3 | 89 | 0 | 0% |
| B | 4 | 89 | 0 | 0% |
| C | 1 | 93 | 0 | 0% |
| C | 2 | 93 | 0 | 0% |
| C | 3 | 104 | 0 | 0% |
| C | 4 | 118 | 0 | 0% |
| D | 1 | 87 | 0 | 0% |
| D | 2 | 87 | 0 | 0% |
| D | 3 | 95 | 0 | 0% |
| D | 4 | 112 | 0 | 0% |

| **服务** | **本期品牌投入 (元)** | **累计品牌投入 (元)** | **服务等级 (级)** |
| --- | --- | --- | --- |

|  |  |  |  |
| --- | --- | --- | --- |
| 服务A | 0 | 0 | 0 |
| 服务B | 0 | 0 | 0 |
| 服务C | 0 | 0 | 0 |
| 服务D | 0 | 0 | 0 |

* 1. 期末企业状况表
     1. 去掉原材料

| **指标** | **数值** | **排名** |
| --- | --- | --- |

|  |  |  |
| --- | --- | --- |
| 工人数 | 200 | 1 |
| 固定资产 | 100.00 | 1 |
| 现金 | 1,876,652.50 | 2 |
| 累计折旧 | 200,000.00 | 1 |
| 银行信用额度 | 8,000,000.00 | 1 |
| 国债 | 0.00 | 1 |
| 债券 | 0.00 | 1 |
| 累计研发费 | 0.00 | 1 |
| 本期利润 | -245,547.50 | 2 |
| 本期交税 | 0.00 | 1 |
| 累计交税 | 0.00 | 1 |
| 交税信用 | -73,664.25 | 2 |
| 累计分红 | 0.00 | 1 |
| 净资产 | 6,793,714.04 | 2 |
| 人均利润率 | -1,227.74 | 2 |

* 1. 期末时间序列表
     1. 去掉库存，订货，正品率

产品销售时间序列数据   产品A  市场1

| **期数 (期)** | **价格 (元)** | **促销 (元)** | **广告 (元)** | **等级 (级)** | **需求 (件)** | **服务量 (件)** | **市场份额 (%)** |
| --- | --- | --- | --- | --- | --- | --- | --- |

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | |  | |  | |  |  | |  |  |  |  | |  |  |
| **期数 (期)** | | **人数 (人)** | | **固定资产 (元)** | | **成本 (元)** | | | **收入 (元)** | | | | | **利润 (元)** | | | |  | **现金 (元)** | **债务 (元)** | **净资产 (元)** | **评分** |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 10 | 200 | 100 | 1356947.5 | 1111400 | -245547.5 | 1876652.5 | 0 | 6793714.04 | -0.1 |

|  |  |
| --- | --- |
| 项目 | 金额 (元) |
| **一、经营活动的现金流量** |  |
| 提供服务收到的现金 | +1,111,400.00 |
| 服务收入 | +1,111,400.00 |
| **经营活动现金流入小计** | +1,111,400.00 |
| 支付给职工以及为职工支付的现金 | +387,105.00 |
| 培训费 | -3,000.00 |
| 退休费 | -6,000.00 |
| 基本工资 | -304,980.00 |
| 绩效工资 | -73,125.00 |
| 支付的各项税收 | +0.00 |
| 纳税 | +0.00 |
| 支付其他与经营有关的现金 | +332,642.50 |
| 固定资产维护费 | -20,000.00 |
| 变动资产投入费 | -20000 |
| 管理费 | -30,000.00 |
| 广告费 | -50,000.00 |
| 促销费 | -40,000.00 |
| **经营活动现金流出小计** | +1,234,747.50 |
| **经营活动生产的现金流量净额** | -123,347.50 |
| **二、投资活动生产的现金流量：** |  |
| 收回投资收到的现金 | +0.00 |
| 上期国债返回 | +0.00 |
| 取得投资收益收到的现金 | +0.00 |
| 上期国债利息 | +0.00 |
| **投资活动现金流入小计** | +0.00 |
| 构建固定资产、无形资产和其他长期资产支付的现金 | +0.00 |
| 品牌投入费 | +0.00 |
| 买固定资产 | +0.00 |
| 投资支付的现金 | +0.00 |
| 买国债 | +0.00 |
| **投资活动现金流出小计** | +0.00 |
| **投资活动产生的现金流量净额** | +0.00 |
| **三、筹资活动生产的现金流量**： |  |
| 取得借款收到的现金 | +0.00 |
| 银行贷款 | +0.00 |
| 发行债券 | +0.00 |
| 紧急贷款 | +0.00 |
| **筹资活动现金流入小计** | +0.00 |
| 偿还债务支付的现金 | +0.00 |
| 还债本金 | +0.00 |
| 还银行贷款 | +0.00 |
| 还上期紧急贷款 | +0.00 |
| 分配股利、利润或偿付利息支付的现金 | +0.00 |
| 债券息 | +0.00 |
| 银行贷款利息 | +0.00 |
| 上期紧急贷款利息 | +0.00 |
| 分红 | +0.00 |
| **筹资活动现金流出小计** | +0.00 |
| **筹资活动生产的现金流量净额** | +0.00 |
| **四、现金及现金等物价净增加额** | -123,347.50 |
| 加：初期现金及现金等价物余额 | +2,000,000.00 |
| **五、期末现金及现金等价物余额** | +1,876,652.50 |

损益表

|  |  |
| --- | --- |
| **项目** | **金额 (元)** |
| **一、营业收入** | **1,111,400.00** |
| 服务收入 | 1,111,400.00 |
| **减：直接成本** | **826,605.00** |
| 基本工资 | -304,980.00 |
| 固定资产维护费 | -20,000.00 |
| 变动资产投入费 | -12000 |
| 管理费 | -30,000.00 |
| 绩效工资 | -73,125.00 |
| **销售费用** | **295,930.00** |
| 广告费 | -50,000.00 |
| 促销费 | -40,000.00 |
| 管理费 | 34,412.50 |
| 培训费 | -3,000.00 |
| 退休费 | -6,000.00 |
| 品牌投入费用分摊 | -0.00 |
| **财务费用** | **0.00** |
| 债券息 | 0.00 |
| 银行贷款利息 | 0.00 |
| 上期紧急贷款利息 | 0.00 |
| 资产减值损失 | -200,000.00 |
| 折旧费 | -200,000.00 |
| **投资收益** | **0.00** |
| 上期国债利息 | 0.00 |
| **二、营业利润（亏损以“-”号填列）** | **-245,547.50** |
| **减：所得税费用** | **0.00** |
| 纳税 | 0.00 |
| **三、净利润（经亏损以“-”号填入）** | **-245,547.50** |