

HP Project and Portfolio Management Center

Software Version: 8.00

HP Portfolio Management User's Guide

Document Release Date: July 2009

Software Release Date: July 2009



Legal Notices

Warranty

The only warranties for HP products and services are set forth in the express warranty statements accompanying such products and services. Nothing herein should be construed as constituting an additional warranty. HP shall not be liable for technical or editorial errors or omissions contained herein.

The information contained herein is subject to change without notice.

Restricted Rights Legend

Confidential computer software. Valid license from HP required for possession, use or copying. Consistent with FAR 12.211 and 12.212, Commercial Computer Software, Computer Software Documentation, and Technical Data for Commercial Items are licensed to the U.S. Government under vendor's standard commercial license.

Copyright Notices

© Copyright 1997-2009 Hewlett-Packard Development Company, L.P.

Trademark Notices

Adobe® is a trademark of Adobe Systems Incorporated.

Intel®, Intel® Itanium®, Intel® Xeon™, and Pentium® are trademarks or registered trademarks of Intel Corporation or its subsidiaries in the United States and other countries.

Java™ is a U.S. trademark of Sun Microsystems, Inc.

Microsoft®, Windows®, and Windows® XP are U.S. registered trademarks of Microsoft Corporation.

Microsoft Vista® is either a registered trademark or trademark of Microsoft Corporation in the United States and/or other countries.

Oracle® is a registered U.S. trademark of Oracle Corporation, Redwood City, California.

UNIX® is a registered trademark of The Open Group.

Documentation Updates

This manual's title page contains the following identifying information:

- Software version number, which indicates the software version
- Document release date, which changes each time the document is updated
- Software release date, which indicates the release date of this version of the software

To check for recent updates, or to verify that you are using the most recent edition of a document, go to:
h20230.www2.hp.com/selfsolve/manuals.

You will also receive updated or new editions if you subscribe to the appropriate product support service. Contact your HP sales representative for details.

Support

You can visit the HP Software Support Web site at hp.com/go/hpsoftwaresupport.

HP Software Support Online provides an efficient way to access interactive technical support tools. As a valued support customer, you can benefit by using the support site to:

- Search for knowledge documents of interest
- Submit and track support cases and enhancement requests
- Download software patches
- Manage support contracts
- Look up HP support contacts
- Review information about available services
- Enter into discussions with other software customers
- Research and register for software training

Most of the support areas require that you register as an HP Passport user and sign in. Many also require a support contract.

To find more information about access levels, go to: h20230.www2.hp.com/new_access_levels.jsp.

To register for an HP Passport ID, go to: h20229.www2.hp.com/passport-registration.html.

Contents

1	Getting Started with HP Portfolio Management	9
	Introduction to HP Portfolio Management	9
	Related Information	10
2	Building Your Portfolio	13
	Overview of Building Your Portfolio	13
	Creating Proposals	14
	Creating Projects	16
	Creating Projects from Proposals	17
	Creating Projects from Scratch	19
	Creating Assets	20
	Creating Assets from Projects	20
	Creating Assets from Scratch	22
	Using Staffing Profiles with Lifecycle Entities	24
	Creating Staffing Profiles and Linking Them to Lifecycle Entities	25
	Calculating Financial Summary Forecast Costs from Staffing Profiles	25
	Using Business Objectives with Lifecycle Entities	26
	Creating Business Objectives and Linking Them to Lifecycle Entities	27
	Updating Business Objectives	28
3	Viewing and Analyzing Your Portfolio	29
	Overview of Viewing and Analyzing Your Portfolio	29
	Viewing Particular Lifecycle Entities in Your Portfolio	30
	Analyzing Your Portfolio	31
	Determining Portfolio Scores	37
	Using HP Portfolio Management Portlets	38
	Viewing the Portfolio with the Current Portfolio Map Portlet	39
	Viewing Portfolio Data with Portfolio By <Category> Portlets	40

4	What-If Analysis	43
	Overview of What-If Analysis	43
	Creating a Scenario Comparison	44
	Overview of the Scenario Comparison Page	47
	Reviewing Results (Tabs) of a Scenario Comparison	50
	Overview Tab	50
	Budget Summary Tab	52
	Cost Benefit Tab	53
	Budget By Asset Class Tab	54
	Budget By Project Class Tab	55
	Budget By Business Objective Tab	56
	Efficient Frontier Tab	57
	Understanding the Efficient Frontier Graph	57
	Generating the Efficient Frontier Graph	60
	Viewing and Changing Scenario Comparisons	64
	Listing and Viewing Scenario Comparisons	65
	Changing a Scenario Comparison's Basic Information	68
	Changing Scenario Content in a Scenario Comparison	70
	Selecting Which Lifecycle Entities in a Scenario Comparison Are Used in a Scenario	70
	Adding Lifecycle Entities to a Scenario Comparison and to its Scenarios	71
	Deleting Lifecycle Entities from a Scenario Comparison	74
	Adding Notes to a Scenario Comparison	74
	Deleting a Scenario Comparison	75
	Copying a Scenario Comparison	75
	Changing Individual Scenarios	76
	Adding or Deleting Lifecycle Entities in a Scenario Comparison to or from a Scenario	76
	Changing the Name of a Scenario	76
	Adjusting Start Dates for Lifecycle Entities in a Scenario	78
	Viewing the Details of a Lifecycle Entity	80
	Viewing Role Availability and Requirements for a Scenario	82
	Running Scenario Optimizations	84
	Running a New Scenario Optimization	85
	Changing an Existing Optimization	95
	Copying an Existing Optimization	96
	Changing the Content of an Optimized Scenario	97
	Configuring Access Rights for Scenario Comparisons	97
	Configuring View Access for Users	98
	Configuring Edit Access for Existing Users	99

Using Scenario Comparison Portlets.....	101
A Financial Metrics	105
Total Nominal Return	105
Net Present Value (NPV)	106
Example of a Future Project	107
Example of a Project That Is Underway	108
Index	109

1 Getting Started with HP Portfolio Management

Introduction to HP Portfolio Management

HP Portfolio Management is an HP Project and Portfolio Management Center (PPM Center) application that provides a real-time view of your organization and supports your strategic, financial, functional, and technical governance requirements. HP Portfolio Management helps you align your IT portfolio—the collection of IT proposals, current projects, and established assets—with your business strategy and thereby maximize the portfolio’s value, for both new initiatives to expand and transform your business and existing applications that run your business.

HP Portfolio Management allows business and IT stakeholders to collaboratively govern your portfolio with appropriate levels of review and approval. HP Portfolio Management monitors the entire portfolio lifecycle—proposal justification and review, project initiation, execution, deployment, and benefits realization. HP Portfolio Management enables stakeholders to make better portfolio decisions by analyzing what-if scenarios using easy-to-build scenario comparisons, including running automated portfolio optimizations according to objectives you specify.

In this document, the term “lifecycle entity” is used to mean a proposal, a project, or an asset, and “lifecycle entities” are any combination of proposals, projects, and assets.



Each of these types of lifecycle entities can be created from scratch, but typically a proposal automatically becomes a project upon approval of the proposal and the project automatically becomes an asset upon completion of the project.

Chapter 1, *Getting Started with HP Portfolio Management*, on page 9 (this chapter) provides an overview of HP Portfolio Management and a list of other information related to HP Portfolio Management.

With HP Portfolio Management, you can do the following:

- Build a portfolio by directly creating proposals, projects, and assets, with associated business objectives, staffing profiles, and automatically created financial summaries. In addition, when a proposal is approved, the proposal automatically becomes a project, and when a project is completed, the project automatically becomes an asset. For more information, see [Chapter 2, *Building Your Portfolio*, on page 13](#).
- Analyze your current portfolio using various pages and portlets that slice the data several ways, and quantify benefits (values) and risks that determine portfolio scores, as described in [Chapter 3, *Viewing and Analyzing Your Portfolio*, on page 29](#). (Mathematical formulas for several financial metrics that HP Portfolio Management calculates are provided in [Appendix A, *Financial Metrics*, on page 105](#).)
- Build comparisons of multiple scenarios to perform versatile what-if analyses having various objectives, to run automated scenario optimizations, and to generate efficient frontier graphs, as described in [Chapter 4, *What-If Analysis*, on page 43](#).



To use a new installation of HP Portfolio Management, an administrator must run a script to establish an appropriate set of periods that cover a range of fiscal years for your company. For more information, see the *Generating Fiscal Periods* document.

Related Information

The following documents also include information related to HP Portfolio Management:

- *HP Portfolio Management Configuration Guide*
- *Generating Fiscal Periods*
- *Upgrade Guide*
- *HP Project Management User's Guide*
- *HP Program Management User's Guide*

- *HP Resource Management User's Guide*
- *HP Financial Management User's Guide*
- *Security Model Guide and Reference*
- *HP-Supplied Entities Guide* (includes descriptions of portlets, request types, workflows, and reports)

Other more general information of interest is available in the *Getting Started* guide.

2 Building Your Portfolio

Overview of Building Your Portfolio



In this document, the term “lifecycle entity” is used to mean a proposal, a project, or an asset, and “lifecycle entities” are any combination of proposals, projects, and assets.

Each of these types of lifecycle entities can be created from scratch, but typically a proposal automatically becomes a project upon approval of the proposal and the project automatically becomes an asset upon completion of the project.

This chapter explains how to do the following:

- Create lifecycle entities
- Create business objectives and staffing profiles attached to lifecycle entities

The following sections describe how to create proposals, projects, and assets from scratch, how projects are created automatically from proposals, and how assets are created automatically from projects.

Your portfolio in PPM Center is the collection of all the lifecycle entities in PPM Center.

Creating Proposals

A proposal consolidates all the information needed to make a decision about a proposed project. Once submitted, proposals follow a predefined business process toward resolution.



If proposals do not operate as described in this guide, they might have been configured differently at your company. Contact your administrator for more information if necessary.

To create a proposal:

1. Log on to PPM Center.
2. From the menu bar, select **Create > Proposal**.

Alternatively, you can select

Open > Portfolio Management > Create Proposal

or you can select **Open > Demand Management > Create Request**, select a **Request Type** of **PFM - Proposal**, and click **Create**.

Create New PFM - Proposal

Expand All Collapse All Submit Cancel

Header

Summary

Driving Process: PFM - Proposal Created By: Admin User

Business Unit: Status: Not Submitted

Description:

Project Type: Region:

Proposal Dependencies:

Details

Proposal Details

Proposal Name:

Project Class: Asset Class:

Business Objective: Primary Beneficiary:

Sponsor Department: Executive Sponsor:

Project Sponsor:

Business Unit Affected: Vendors Involved:

Expected Start Period: May 2009 Expected Finish Period:

Project Manager:

Benefits Manager:

Business Case Details

Nominal Return: Value Rating: 0 Staffing Profile: (No Staffing Profile) Risk Rating: 0

Score Adjustment: Total Score: 0

Business Case Doc: (no document attached)

Requirements Doc: (no document attached)

Financial Summary: (No Financial Summary)

Value Ratings

Internal Rate of Return:

Strategic Match:

Competitive Advantage:

Competitive Response:

Productivity:

Risk Ratings

Organization Risk:

Technical Risk:

Architecture Risk:

Definition Risk:

Infrastructure Risk:

Notes

Notes to be added on save:

References

Submit Cancel

3. Complete all required fields and any optional fields.



Proposals can be configured to require you to specify a different set of fields than are required by default. For information on changing the fields that are required, see the *HP Demand Management Configuration Guide*.

4. Click **Submit**.

The proposal is created and begins its approval process.



Creating the proposal creates an associated financial summary with no data. If you have the required access grants and access rights, you can view or edit the financial summary. For more information, see the *HP Financial Management User's Guide*.

Creating Projects from Proposals on page 17 describes how proposals, when approved, become projects, and how some of the field names change accordingly.

Creating Projects

An active project consolidates the information for, records actions taken on, and reflects the status of an initiative currently being worked on. All active projects are part of the portfolio.



If projects do not operate as described in this guide, they might have been configured differently at your company. Contact your administrator for more information if necessary.

A project is created automatically when a proposal is approved, carrying forward relevant information and attached entities (see *Creating Projects from Proposals*). You can also create projects from scratch (see *Creating Projects from Scratch on page 19*).

Creating Projects from Proposals

When a proposal is approved, PPM Center takes the following actions:

- By default, a corresponding project is automatically created. A reference to the project is added to the proposal, the proposal is closed, and a reference to the proposal is added to the project.
- The project retains and continues to use the same financial summary as the proposal. For more information, see the *HP Financial Management User's Guide*.
- By default, a snapshot of the financial summary is taken automatically. This snapshot cannot be deleted, and it becomes the Plan of Record (baseline) for the lifecycle entity. The **Approved Proposal Snapshot** field, with a link to the snapshot, is added to the proposal. For more information, see the *HP Financial Management User's Guide*.
- If a staffing profile is attached to the proposal, the staffing profile is copied and attached to the project.



You can use the original proposal's staffing profile and the snapshot of the approved proposal's financial summary as baselines for future comparisons.

The proposal field values that are automatically copied into the project are described in *Table 2-1* (some fields get renamed for the project as indicated). All the fields in *Table 2-1* are enabled by default, but some are not displayed by default. All fields that are enabled and that have values in the proposal get copied to the project, whether or not they are displayed.

Table 2-1. Project fields copied from a proposal (page 1 of 2)

Field Name	Description
Summary section	
Business Unit	Business unit from which the project originated
Details section, Project Details subsection	
Project Name (As a proposal, was Proposal Name)	Name of the project

Table 2-1. Project fields copied from a proposal (page 2 of 2)

Field Name	Description
Project Class	Class of project to which the project belongs (for example, Innovation)
Asset Class	Class of asset to which the project belongs (for example, Infrastructure)
Business Objective	Business objective with which the project is aligned
Details section, Business Case Details subsection	
Staffing Profile	(Read-only) Resource demand of the project
Nominal Return	(Read-only) Nominal return for the project, calculated as described in Total Nominal Return on page 105
Value Rating	(Read-only) Total qualitative Value calculated for the project, as described in Determining Portfolio Scores on page 37
Risk Rating	(Read-only) Total qualitative Risk calculated for the project, as described in Determining Portfolio Scores on page 37
Net Present Value ^a	NPV for the project, calculated as described in Net Present Value (NPV) on page 106
Custom Field Value ^a	Custom financial metric being used to rank the project
Score Adjustment	Amount (positive or negative) by which the calculated Value Rating – Risk Rating for the project is changed to arrive at the Total Score
Total Score	(Read-only) Total score (Value Rating – Risk Rating + Score Adjustment) calculated for the project
Discount Rate ^a	Discount rate being applied for the project, if any, as described in Net Present Value (NPV) on page 106
Financial Summary	(Read-only) If the user is authorized to view the financial summary, name of the financial summary for the proposal and project, linked to the financial summary

^a. By default, not displayed. However, your PPM Server could be configured to display this field.



Based on your business needs, a workflow can be configured to create multiple projects at different workflow steps from a single proposal. For example, you can implement an approved proposal as a set of separate projects across various business units. You can create custom financial data for the various projects. For more information, see the *HP Financial Management User's Guide*.

Creating Projects from Scratch

You can create projects from scratch, bypassing the proposal process. A project you want in your portfolio might be planned or might already be underway.

To create a project from scratch:

1. Log on to PPM Center.
2. From the menu bar, select **Create > Project**.

Alternatively, you can select **Open > Portfolio Management > Create Project**.

Create New Project

*Project Name:

*Project Type:

Project Manager:

*Planned Start Period:

*Planned End Period:

*Region:

Create

3. Complete all required fields and any optional fields.



Projects can be configured to require you to specify a different set of fields than are required by default. For information on changing the fields that are required, see the *HP Demand Management Configuration Guide*.

4. Click **Create**.

The project is created, with the status of In Planning.



Creating the project from scratch creates an associated financial summary with no data. If you have the required access grants and access rights, you can view or edit the financial summary. For more information, see the *HP Financial Management User's Guide*.

Creating Assets

An asset consolidates the information for, records actions taken on, and reflects the current status of an entity that the company maintains and uses on an ongoing basis without further development. All active assets are part of the portfolio, and they should be tracked at an aggregate level such as ERP, rather than at the level of every application.



If assets do not operate as described in this guide, they might have been configured differently at your company. Contact your administrator for more information if necessary.

By default, PPM Center automatically creates an asset when a project is completed, carrying forward relevant information and attached entities (see *Creating Assets from Projects*). You can also create assets from scratch (see *Creating Assets from Scratch on page 22*).

Creating Assets from Projects

When a project is completed, PPM Center takes the following actions:

- By default, a corresponding asset is automatically created. A reference to the asset is added to the project, the project is closed, and a reference to the project is added to the asset.
- The asset retains and continues to use the same financial summary as the project. For information about financial summaries, see the *HP Financial Management User's Guide*.
- If a staffing profile is attached to the project, the staffing profile is *not* copied to the asset.

The project field values that are automatically copied into the asset are described in *Table 2-2* (some fields get renamed for the asset as indicated). All the fields in *Table 2-2* are enabled by default, but some are not displayed by default. All fields that are enabled and that have values in the project get copied to the asset, whether or not they are displayed.

Table 2-2. Asset fields copied from a project (page 1 of 2)

Field Name	Description
Summary section	
Business Unit	Business unit in charge of the portfolio that includes the asset
Details section, Asset Details subsection	
Asset Name (As a project, was Project Name)	Name of the asset
Asset Health (As a project, was Project Health)	Status of the asset
Project Class	Class of project to which the asset belongs (for example, Innovation)
Asset Class	Class of asset to which the asset belongs (for example, Infrastructure)
Business Objective	Business objective with which the asset is aligned
Project	Project that became the asset
Details section, Business Case Details subsection	
Nominal Return	(Read-only) Nominal return for the asset, calculated as described in Total Nominal Return on page 105
Value Rating	(Read-only) Total qualitative Value calculated for the asset, as described in Determining Portfolio Scores on page 37
Risk Rating	(Read-only) Total qualitative Risk calculated for the asset, as described in Determining Portfolio Scores on page 37
Net Present Value ^a	If enabled, NPV for the asset, calculated as described in Net Present Value (NPV) on page 106
Custom Field Value ^a	If defined, custom financial metric being used to rank the asset

Table 2-2. Asset fields copied from a project (page 2 of 2)

Field Name	Description
Score Adjustment	Amount (positive or negative) by which the calculated Value Rating – Risk Rating for the asset is changed to arrive at the Total Score
Total Score	(Read-only) Total score (Value Rating – Risk Rating + Score Adjustment) calculated for the asset
Discount Rate	Discount rate being applied for the asset, if any, as described in <i>Net Present Value (NPV)</i> on page 106
Financial Summary	(Read-only) If the user is authorized to view the financial summary, name of the financial summary for the project and asset, linked to the financial summary

a. By default, not displayed. However, your PPM Server could be configured to display this field.

Creating Assets from Scratch

You can create assets from scratch, bypassing the proposal and project processes. An asset you want in your portfolio might already exist.

To create an asset from scratch:

1. Log on to PPM Center.
2. From the menu bar, select **Create > Asset**.

Alternatively, you can select **Open > Portfolio Management > Create Asset** or you can select **Open > Demand Management > Create Request**, select a **Request Type** of **PFM - Asset**, and click **Create**.

Create New PFM - Asset

Expand Collapse All Submit Cancel

Header

Summary

Created By: Admin User

Driving Process: PFM - Asset

Business Unit: Status: Not Submitted

Descriptions:

Asset Dependencies:

Project Manager:

Region:

Benefits Manager:

Details

Asset Details

Asset Name:	<input type="text"/>	Asset Health:	<input type="text"/>
Project Class:	<input type="text"/>	Asset Class:	<input type="text"/>
Annual Maintenance Cost:	<input type="text"/>	Business Objective:	<input type="text"/>
Project:	<input type="text"/>	Under Maintenance with Vendor:	<input type="radio"/> Yes <input type="radio"/> No
Vendor Name:	<input type="text"/>	Expected End of Life Date:	<input type="text"/>
Placed in Service Date:	<input type="text"/>	Supervisor:	<input type="text"/>
Location:	<input type="text"/>		
Dependent Applications:	<input type="text"/>		

Business Case Details

Nominal Return:	0	Value Rating:	0	Risk Rating:	0
Score Adjustment:	<input type="text"/>	Total Score:	0		
Discount Rate:	10				

Financial Summary: (No Financial Summary)

Staffing Profile: (No Staffing Profile)

Value Ratings

Internal Rate of Returns:	<input type="text"/>
Strategic Match:	<input type="text"/>
Competitive Advantage:	<input type="text"/>
Competitive Response:	<input type="text"/>
Productivity:	<input type="text"/>

Risk Ratings

Organization Risk:	<input type="text"/>
Technical Risk:	<input type="text"/>
Architecture Risk:	<input type="text"/>
Definition Risk:	<input type="text"/>
Infrastructure Risk:	<input type="text"/>

Notes

Notes to be added on save:

References

3. Complete all required fields and any optional fields.



Assets can be configured to require you to specify a different set of fields than are required by default. For information on changing the fields that are required, see the *HP Demand Management Configuration Guide*.

4. Click **Submit**.

The asset is created.



Creating the asset from scratch creates an associated financial summary with no data. If you have the required access grants and access rights, you can view or edit the financial summary. For more information, see the *HP Financial Management User's Guide*.

Using Staffing Profiles with Lifecycle Entities

Staffing profiles allow project managers to plan and track the anticipated demand for resources, organized by role. Each line in a staffing profile tracks a role and optionally a resource who can fulfill that role.

Staffing profiles can be linked in a one-to-one manner with lifecycle entities—proposals, projects, and assets. When a proposal is approved and becomes a project, if a staffing profile is attached to the proposal, the staffing profile is copied and attached to the project. When a project is completed and becomes an asset, the staffing profile of the project is *not* copied to or shared with the asset. If the asset requires a staffing profile, create a new staffing profile for the asset.

As described in *Analyzing Your Portfolio* on page 31, staffing profiles (resources) can be used in various ways to control the bubble chart that represents your portfolio.

Creating Staffing Profiles and Linking Them to Lifecycle Entities

You can link an existing staffing profile to a lifecycle entity, or create a new staffing profile that is linked to the lifecycle entity, as follows:

- In a proposal or an asset, in the **Staffing Profile** field in the **Business Case Details** section, select an existing staffing profile or click **Create**.
- In a project, to create a staffing profile, click the **Create a Staffing Profile** button on the **Project Summary** tab of the Project Overview page.

To link an existing staffing profile to a project, from the menu bar select **Search > Staffing Profiles**, and then search for, select, and open the desired staffing profile. In the Staffing Profile window, click **Change Header**. In the Change Staffing Profile Header window, select **Project** in the drop-down list after the text **This is a** and select a project so that the screen text and fields read:

This is a Project Staffing profile for <selected project>

For detailed information on creating and working with staffing profiles, see the *HP Resource Management User's Guide*.

Calculating Financial Summary Forecast Costs from Staffing Profiles

A lifecycle entity's financial summary can be configured such that its forecast cost for labor is calculated (rolled up) from the lifecycle entity's staffing profile.

With this configuration, if an individual resource has a cost category specified, that cost category is used for the financial summary forecast. If the resource has no cost category specified, the position's category is used.

This configuration is enabled or disabled in the Financial Summary Settings page for proposals and assets, and in the **Cost and Effort** policy of the Project Settings page for projects. For more information, see the *HP Financial Management User's Guide*.

Using Business Objectives with Lifecycle Entities

Business objectives provide a way to track your business goals as discrete entities that can be prioritized and linked to lifecycle entities. The **Business Objective** field in a lifecycle entity links the lifecycle entity to that business objective. You can create, modify, and delete business objectives independent of the lifecycle entities. However, business objectives that have already been linked to lifecycle entities cannot be deleted.

As described in *Analyzing Your Portfolio on page 31*, business objectives can be used in various ways to control the bubble chart that represents your portfolio.

In addition, the Portfolio By Business Obj portlet, which is one of the Portfolio By <Category> portlets, displays bar charts of the budget breakdown by business objective over time. See *Viewing Portfolio Data with Portfolio By <Category> Portlets on page 40*.

Finally, the **Budget By Business Objective** tab of a scenario comparison is one of several budget visualizations shown for three scenarios over time. See *Budget By Business Objective Tab on page 56*.

For more information about business objectives, see the *HP Program Management User's Guide*.

Creating Business Objectives and Linking Them to Lifecycle Entities



If your PPM Center instance supports multiple languages, any business objective you create is defined in the language you selected at logon (your session language). After the business objective is created, it can be modified only in its definition language. For more information, see the *Multilingual User Interface Guide*.

To create a business objective:

1. Log on to PPM Center.
2. From the menu bar, select **Open > Portfolio Management > Business Objectives > Create Business Objective**.

The Create New Business Objective page opens.

Create New Business Objective

Name:

State:

Owner:

Priority:

Description:

3. Complete all required fields and any optional fields.
4. Click **Create**.

The business objective is created.

You can link a proposal, project, or asset to an existing business objective, as follows:

- In a proposal, in the **Business Objective** field of the **Proposal Details** section, select an existing business objective.
- In a project, in the **Business Objective** field in the **PFM Project** section on the **Project Details** tab, select an existing business objective.
- In an asset, in the **Business Objective** field in the **Asset Details** section, select an existing business objective.

Updating Business Objectives



If your PPM Center instance supports multiple languages and the business objective is defined in a language other than your session language, you cannot modify the business objective. For more information, click **Why?** in the header at the top of the page when you open the business objective or see the *Multilingual User Interface Guide*.

To update a business objective:

1. Log on to PPM Center.
2. From the menu bar, select **Open > Portfolio Management > Business Objectives > Manage Business Objectives**.

The list of existing business objectives is displayed.

3. Click the name of the business objective you want to revise, or click the **Delete** icon to delete the business objective.
4. Update the business objective as desired and click **Done**.

3 Viewing and Analyzing Your Portfolio

Overview of Viewing and Analyzing Your Portfolio

This chapter explains how to use HP Portfolio Management visualizations to view and analyze various aspects of your portfolio and particular proposals, projects, and assets.

In this document, the term “lifecycle entity” is used to mean a proposal, a project, or an asset, and “lifecycle entities” are any combination of proposals, projects, and assets.



Each of these types of lifecycle entities can be created from scratch, but typically a proposal automatically becomes a project upon approval of the proposal and the project automatically becomes an asset upon completion of the project.

You can view a bubble chart of your current portfolio or a bubble chart of a filtered subset of the portfolio, where each bubble represents one lifecycle entity. You control the parameters that are represented by the horizontal axis (**Value** by default), the vertical axis (**Risk** by default), the colors of the bubbles (**Business Objective** by default), and the sizes of the bubbles (**Budget** by default).

A lifecycle entity can be assigned rankings of various qualitative criteria (which your administrator can modify) so that HP Portfolio Management can calculate an overall score for the lifecycle entity based on its benefits (**Value**), its **Risk**, and a **Score Adjustment** you can specify.

In addition, HP Portfolio Management portlets allow you to slice budget and resource data by business objective, by project class, such as **Growth** or **Efficiency**, or by asset class, such as **Infrastructure** or **Transactional**.

Viewing Particular Lifecycle Entities in Your Portfolio

To view a desired set of lifecycle entities in your portfolio, and then a particular one:

1. Log on to PPM Center.
2. From the menu bar, select **Open > Demand Management > Search Requests**.

The Search Requests page appears.

3. Click the auto-complete button to the right of the **Request Type** field.
4. From the list of request types that appears, click the ones in the **Available** column that you want to view, and then click **OK** to add them to the text box for the **Request Type** field.

To select the request types that HP provides by default:

- For proposals, select the **PFM - Proposal** request type.
- For projects, select the **PFM - Project** request type, the **Project Details** request type, or both, as appropriate for your projects.

When a project is created using the **Open > Project Management** menu, the **Open > Portfolio Management** menu, or the **Create > Project** menu in the menu bar, a project type must be selected. Each project type specifies whether the Project Details request type or the PFM - Project request type is to be associated with all projects of that project type.



- For assets, select the **PFM - Asset** request type.
5. (Optional) In the Search Requests page, complete any other filters as desired to limit the set of lifecycle entities to display.
 6. Click **Search**.
 7. To open a particular request associated with a proposal or asset or to open a particular project, click the request number of interest in the **Req #** column of the **Request Search Results** section.

Analyzing Your Portfolio

The Analyze Current Portfolio page displays a bubble chart as a simple and powerful tool for viewing your portfolio in different ways. Depending on how you configure its filter fields, selected aspects of the portfolio can be highlighted or hidden. See the example in *Figure 3-1*.

To view and analyze your current portfolio:

1. Log on to PPM Center.
2. From the menu bar, select
Open > Portfolio Management > Analyze Current Portfolio.

The Analyze Current Portfolio page opens. You specify filter fields as described in *Table 3-1* to configure the content and appearance of the bubble chart as needed.

3. Specify the filter fields. By default, the bubble chart will display no proposals and all currently active projects and assets in the portfolio, with no restrictions, so that you can view the collection of projects and assets and assess their relative **Value** and **Risk**.

The last four fields provide versatile sets of options to control the fundamental purpose and appearance of the bubble chart. The other fields control which lifecycle entities are included in the bubble chart, one for each bubble. For example, by filtering on a **Business Unit**, you can view the portfolio of a particular business unit using all your other criteria.

4. Click **Apply** to apply the filters you selected.

If you select more lifecycle entities than are allowed, a message appears to add more filter criteria.

The bubble chart is displayed, and the choices you made for some of the filter criteria, such as **Size of bubble indicates** and **Color of bubble indicates**, are listed above the chart.

Figure 3-1. Analyze Current Portfolio page

Analyze Current Portfolio

Filtered by: Include all active projects. Include all active assets. Include no submitted proposals
 Size of bubble indicates: Budget
 Color of bubble indicates: Business Objective

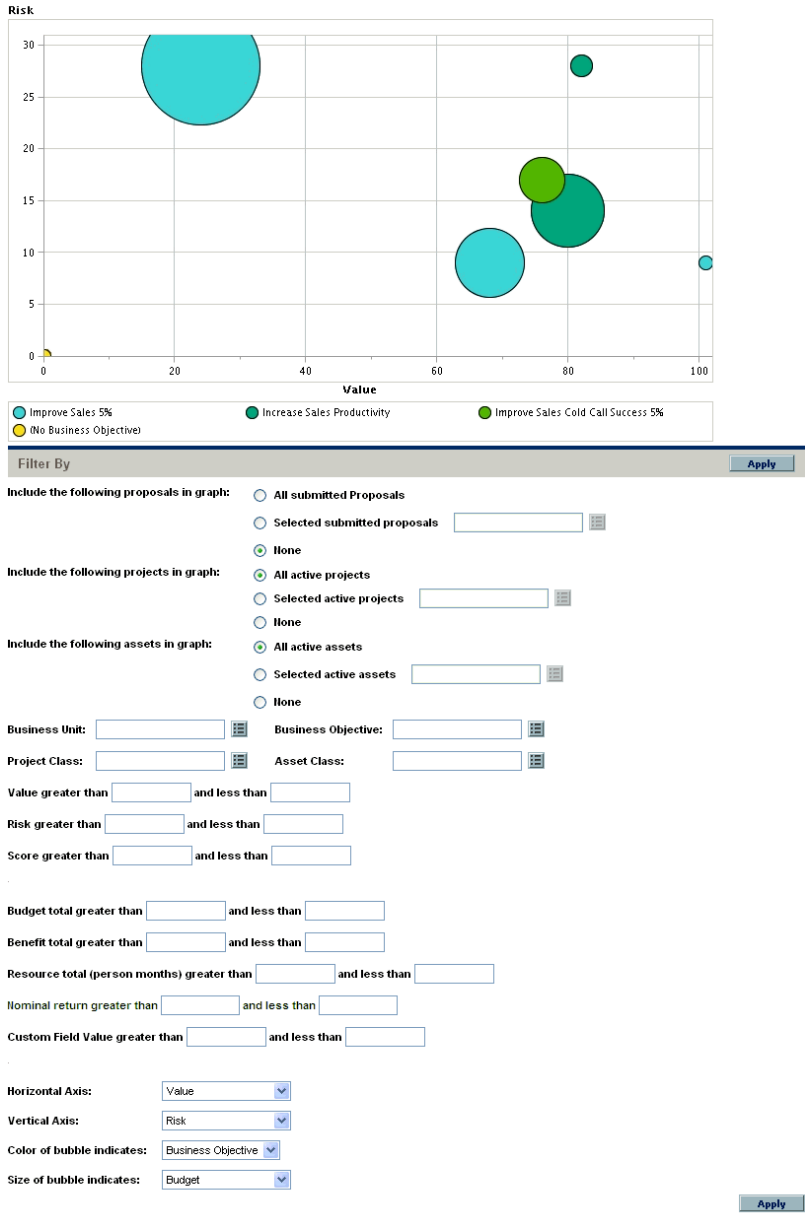


Table 3-1. Analyze Current Portfolio page filter fields (page 1 of 4)

Field Name	Description
Include the following proposals in graph	Selects the proposals to show in the bubble chart. Includes an option to select particular proposals.
Include the following projects in graph	Selects the projects to show in the bubble chart. Includes an option to select particular projects.
Include the following assets in graph	Selects the assets to show in the bubble chart. Includes an option to select particular assets.
Business Unit	Filters the lifecycle entities by one or more particular business units.
Business Objective	Filters the lifecycle entities by one or more particular business objectives.
Project Class	Filters the lifecycle entities by one or more particular project classes.
Asset Class	Filters the lifecycle entities by one or more particular asset classes.
Value greater than <X> and less than <Y>	Filters the lifecycle entities by a range of Value Ratings you specify, as described in Determining Portfolio Scores on page 37 .
Risk greater than <X> and less than <Y>	Filters the lifecycle entities by a range of Risk Ratings you specify, as described in Determining Portfolio Scores on page 37 .
Score greater than <X> and less than <Y>	Filters the lifecycle entities by a range of Total Scores you specify, as described in Determining Portfolio Scores on page 37 .
Budget total greater than <X> and less than <Y>	Filters the lifecycle entities by a range of total budgets you specify.
Benefit total greater than <X> and less than <Y>	Filters the lifecycle entities by a range of specified financial benefits you specify.
Resource total (person months) greater than <X> and less than <Y>	Filters the lifecycle entities by a range of their staffing profiles' resource totals you specify (in person months).

Table 3-1. Analyze Current Portfolio page filter fields (page 2 of 4)

Field Name	Description
Nominal Return greater than <X> and less than <Y>	If this field is displayed, filters the lifecycle entities by a range of nominal returns you specify. Nominal Return is calculated as described in Total Nominal Return on page 105 .
Net Present Value greater than <X> and less than <Y>	If this field is displayed, filters the lifecycle entities by a range of NPV you specify. NPV is calculated as described in Net Present Value (NPV) on page 106 .
Custom Value greater than <X> and less than <Y>	If this field is displayed, filters the lifecycle entities by a range of Custom Value you specify. Custom Value is configured for your specific PPM Center installation. For more information, see the HP Portfolio Management Configuration Guide .
Horizontal Axis	<p>Specifies the parameter used for the bubble chart's horizontal axis. Options are as follows:</p> <ul style="list-style-type: none"> • Value. Value Rating of the lifecycle entity, as described in Determining Portfolio Scores on page 37. This is the default option. • Risk. Risk Rating of the lifecycle entity, as described in Determining Portfolio Scores on page 37. • Score. Total Score of the lifecycle entity, as described in Determining Portfolio Scores on page 37. • Budget. Budget of the lifecycle entity. • Benefit. Financial benefit of the lifecycle entity. • Resource. Staffing profile of the lifecycle entity. • Nominal Return. If enabled, nominal return for the lifecycle entity, calculated as described in Total Nominal Return on page 105. • Net Present Value. If enabled, net present value (NPV) for the lifecycle entity, calculated as described in Net Present Value (NPV) on page 106. • Custom Field Value. If enabled, Custom Field Value of the lifecycle entity, as described in the HP Portfolio Management Configuration Guide.

Table 3-1. Analyze Current Portfolio page filter fields (page 3 of 4)

Field Name	Description
Vertical Axis	<p>Specifies the parameter used for the bubble chart's vertical axis. Options are as follows:</p> <ul style="list-style-type: none"> • Risk. Risk Rating of the lifecycle entity, as described in Determining Portfolio Scores on page 37. This is the default option. • Value. Value Rating of the lifecycle entity, as described in Determining Portfolio Scores on page 37. • Score. Total Score of the lifecycle entity, as described in Determining Portfolio Scores on page 37. • Budget. Budget of the lifecycle entity. • Benefit. Financial benefit of the lifecycle entity. • Resource. Staffing profile of the lifecycle entity. • Nominal Return. If enabled, nominal return for the lifecycle entity, calculated as described in Total Nominal Return on page 105. • Net Present Value. If enabled, net present value (NPV) for the lifecycle entity, calculated as described in Net Present Value (NPV) on page 106. • Custom Field Value. If enabled, Custom Field Value of the lifecycle entity, as described in the <i>HP Portfolio Management Configuration Guide</i>.

Table 3-1. Analyze Current Portfolio page filter fields (page 4 of 4)

Field Name	Description
Color of bubble indicates	<p>Specifies what the various colors of the bubbles (lifecycle entities) represent, as indicated in the legend below the bubble chart. Options are as follows:</p> <ul style="list-style-type: none"> • Business Objective. This is the default option. • Asset Class. • Business Unit. • Health. • Project Class. • Type. Color indicates Proposal, Project, or Asset.
Size of bubble indicates	<p>Specifies what the various sizes of the bubbles (lifecycle entities) represent. Options are as follows:</p> <ul style="list-style-type: none"> • Budget. Budget of the lifecycle entity. This is the default option. • Benefit. Financial benefit of the lifecycle entity. • Resource. Staffing profile of the lifecycle entity. • Value. Value Rating of the lifecycle entity, as described in Determining Portfolio Scores on page 37. • Risk. Risk Rating of the lifecycle entity, as described in Determining Portfolio Scores on page 37. • Score. Total Score of the lifecycle entity, as described in Determining Portfolio Scores on page 37. • Nominal Return. If enabled, nominal return for the lifecycle entity, calculated as described in Total Nominal Return on page 105. • Net Present Value. If enabled, net present value (NPV) for the lifecycle entity, calculated as described in Net Present Value (NPV) on page 106. • Custom Field Value. If enabled, Custom Field Value of the lifecycle entity, as described in the <i>HP Portfolio Management Configuration Guide</i>.

Determining Portfolio Scores

Lifecycle entities can be evaluated using qualitative criteria that cannot be calculated purely numerically. These rankings are tracked using a set of fields in the **Value Ratings** and **Risk Ratings** sections that you optionally specify when you create each lifecycle entity, as shown in the example for a proposal in *Figure 3-2*. These fields appear in the **Details** section for the lifecycle entity (which, for projects, is on the **Project Details** tab).

Figure 3-2. Qualitative scoring fields determine Total Score

Business Case Details

Staffing Profile: (No Staffing Profile) [Create](#)

Return on Investment: Value Rating: 80 Risk Rating: 14

Score Adjustment: Total Score: 66

Business Case Doc: (no document attached) [Add](#)

Requirements Doc: (no document attached) [Add](#)

Financial Summary: (No Financial Summary)

Value Ratings

Internal Rate of Return: 10 - 14.99%

Strategic Match: Direct achievement of a goal.

Competitive Advantage: Provides moderate degree of outside access.

Competitive Response: Can be postponed for 12 months with significant effect to competitive positioning.

Productivity: 30 - 50% increase.

Risk Ratings

Organization Risk: Medium low risk.

Technical Risk: Medium uncertainty.

Architecture Risk: Minor change to standard architecture.

Definition Risk: Requirements are firm. No changes.

Infrastructure Risk: Small changes to existing infrastructure.

When you complete these qualitative fields, PPM Center dynamically calculates and displays corresponding **Value Rating**, **Risk Rating**, and **Total Score** fields for the lifecycle entity by performing the following calculations in the order listed:

- Applying predefined weighting factors for each field.
- Adding the weighted entries in the **Value Ratings** section (the result is displayed in the **Value Rating** field in the **Business Case Details** section).
- Adding the weighted entries in the **Risk Ratings** section (the result is displayed in the **Risk Rating** field in the **Business Case Details** section).
- Subtracting the **Risk Rating** from the **Value Rating** to obtain a score.
- Adjusting the resulting score by the amount specified in the **Score Adjustment** field in the **Business Case Details** section. For example, a confident project sponsor might enter 10 in the **Score Adjustment** field, raising the score by 10 points, whereas someone who thinks the project is somewhat riskier than the calculations indicate might enter -5, lowering the score by 5 points.
- Displaying the result in the **Total Score** field in the **Business Case Details** section.

In summary, **Total Score = Value Rating – Risk Rating + Score Adjustment**.

For information about changing or adding scoring criteria and their values, see the *HP Portfolio Management Configuration Guide*.

Using HP Portfolio Management Portlets

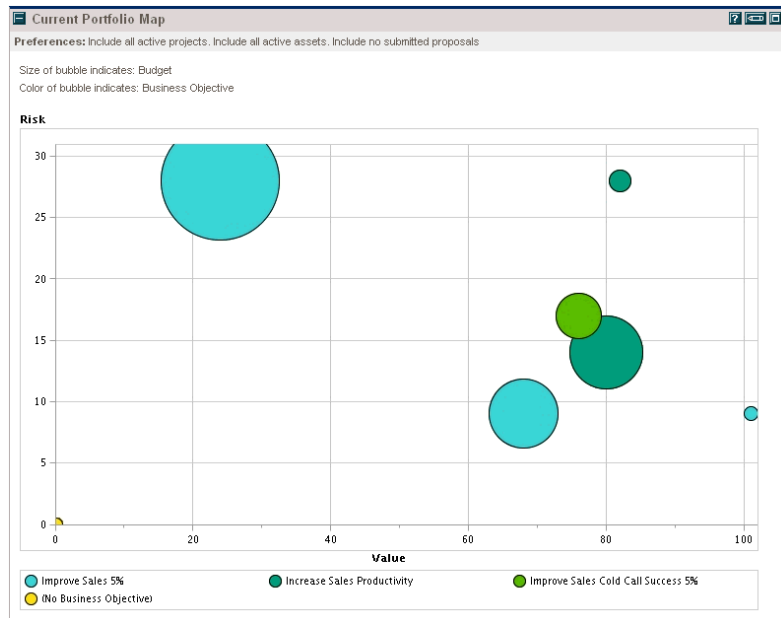
As described in the following sections, several portlets are provided that allow you to view key aspects of your portfolio in real time. You can personalize these portlets to show the information you find most useful.

For information about other HP Portfolio Management portlets, see *Using Scenario Comparison Portlets on page 101* and the *HP-Supplied Entities Guide*.

Viewing the Portfolio with the Current Portfolio Map Portlet

The Current Portfolio Map portlet provides the same bubble chart as the Analyze Current Portfolio page. See [Figure 3-3](#).

Figure 3-3. Current Portfolio Map portlet



The preferences you can edit for this portlet are the same as the filter fields for the Analyze Current Portfolio page. See [Analyzing Your Portfolio on page 31](#).

You can place multiple instances of this portlet with different filter field settings on a single PPM Dashboard page to obtain simultaneous views of different aspects of the current portfolio.

Viewing Portfolio Data with Portfolio By <Category> Portlets

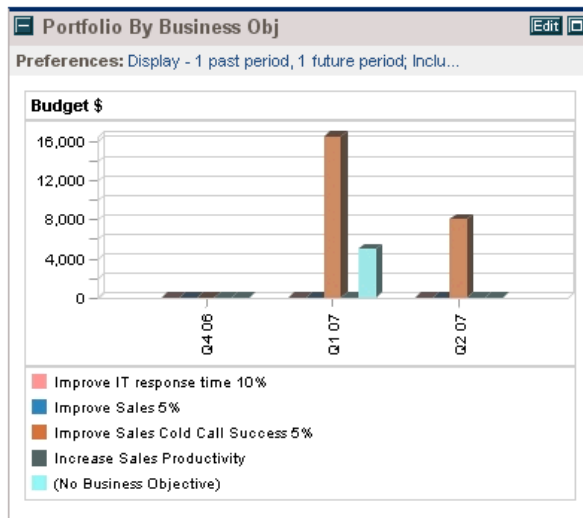
You can use Portfolio By <Category> portlets to analyze and aggregate financially significant metrics for your portfolio's contents, including costs, financial benefits, NPV, and nominal return.

The specific Portfolio by <Category> portlets are as follows:

- (For business objectives) Portfolio By Business Obj
- Portfolio By Project Class
- Portfolio By Asset Class

The portlet displays a comparison of the selected category period by period. For example, the Portfolio By Business Obj portlet is shown in [Figure 3-4](#).

Figure 3-4. Portfolio by Business Obj portlet



Clicking a bar in the chart opens a drill-down page detailing the budget by period for each lifecycle entity that makes up the bar. See the example in [Figure 3-5](#).

Figure 3-5. Portfolio by Category Business Objective drill-down page

Portfolio by Category Business Objective: Improve Sales Cold Call Success 5%

Done

Budget Details by Period				
Total Budget: \$24,000				
<small>**All numbers in the table are in 1000's</small>				
Proposals	Q4 06	Q1 07	Q2 07	Total
User Group Conference				\$0
Internal Training				\$0
Total	\$0	\$0	\$0	
Projects	Q4 06	Q1 07	Q2 07	Total
Hire EMEA Sales Force				\$0
Redeploy Sales People	\$0	\$10	\$3	\$13
Upgrade Telephone System	\$0	\$5	\$5	\$11
Total	\$0	\$16	\$8	

Done

4 What-If Analysis

Overview of What-If Analysis

This chapter explains how to use scenario comparisons to perform what-if analysis. What-if analysis is a way to determine the consequences of portfolio-related decisions, without having to actually make purchases and initiate projects.

To perform what-if analysis, HP Portfolio Management allows you to rapidly assemble multiple scenarios for comparison of alternatives in a variety of visualizations. An HP Portfolio Management scenario comparison contains the following:

- A group of proposals, projects, and assets you specify
- Three scenarios, each based on your selection of a different subset of those proposals, projects, and assets

In this document, the term “lifecycle entity” is used to mean a proposal, a project, or an asset, and “lifecycle entities” are any combination of proposals, projects, and assets.



Each of these types of lifecycle entities can be created from scratch, but typically a proposal automatically becomes a project upon approval of the proposal and the project automatically becomes an asset upon completion of the project.

You can use the scenario comparison interface to run an optimization program (an optimizer), with constraints and optimization parameters you specify, to identify optimal scenarios.

Creating a Scenario Comparison

To create a scenario comparison:

1. Log on to PPM Center.
2. From the menu bar, select **Create > Scenario Comparison**.

The Create Scenario Comparison page opens.

Create Scenario Comparison

Comparison Information

Comparison Name:

Enter Time Range

Start Period:

Finish Period:

Enter Scenario Names

Please enter the names of the three scenarios in this scenario comparison.
You will be able to change these names later.

Scenario 1:

Scenario 2:

Scenario 3:

Specify Content

If you know which proposals, projects or assets to include in this scenario comparison, specify them here.

Include Proposals: All submitted proposals

Include Projects: All active projects

Include Assets: All active assets

For advanced search capabilities, proceed to create the scenario comparison. You will be able to search for, add and remove investment items at any time after the scenario is created.

3. Enter a **Comparison Name**.
4. Enter a time range to be used for all the visualizations to be presented for the scenario comparison. This time range does *not* affect which lifecycle entities will be included in the scenario comparison, which you will specify in [step 6](#). You can change the **Start Period** and **Finish Period** at any time.
5. Enter names for each of the three scenarios in the scenario comparison.

6. Specify the content, that is, select the set of lifecycle entities, to be included in the scenario comparison. Later, you will specify which of these lifecycle entities to include and which to exclude in each individual scenario. At a minimum, include in the scenario comparison all the lifecycle entities you think you will want to include in any of its scenarios. You can later add lifecycle entities to and delete them from the entire scenario comparison, and add lifecycle entities to and delete them from the individual scenarios.

As a starting point for the scenario comparison, you can create a set of lifecycle entities that reflects your current portfolio by including all submitted proposals, all active projects, and all active assets. Instead, you can use the auto-completes to select particular proposals, projects, and/or assets to include in the scenario comparison.

7. Click **Create** to create the scenario comparison.



You can create a scenario comparison for which a lifecycle entity in the scenario comparison list depends on a lifecycle entity that is not in the list. You might want to make sure that your final scenario comparison list meets all the dependencies specified in the lifecycle entities, or at least note the inconsistencies.

A scenario comparison is created and the Scenario Comparison page opens, as shown in the example in *Figure 4-1* and described in *Overview of the Scenario Comparison Page* on page 47.

Figure 4-1. Scenario Comparison page

Scenario Comparison: Corporate Planning Scenarios

[Make a Copy](#) [Configure Access](#) [Save](#)

Scenario Details: 1, Scenario 1, 2, Scenario 2, 3, Scenario 3 [Optimize Scenarios](#)

*Comparison Name: Corporate Planning Scenarios Created By: David Jones Last Updated By: David Jones
 Active: Yes No Last Updated On: November 30, 2008
 Description:

Calculate Total Available Resources for comparison from the following Resource Pools:
 Add Supply Budget: Global XYZ Corporation Pool Start Period: October 2008 Finish Period: June 2009

Overview | Budget Summary | Cost Benefit | Budget By Asset Class | Budget By Project Class | Budget By Business Objective | Efficient Frontier

Overview Graph Period Interval: Quarter [Change](#)

Cost Plan (\$)

Resource Plan (FTEs)

View Role Availability for: 1 Scenario 1 [View](#)

Scenario Content This scenario comparison contains 13 portfolio items. [Save](#)

Scenario Names: 1, Scenario 1, 2, Scenario 2, 3, Scenario 3

Name Δ	Phase	Business Unit	Total Cost	Total Benefit	Total Resources (person months)	BPV	Custom Value	Score	Scenario		
									1	2	3
<input checked="" type="checkbox"/> Build new data center	Proposal	Corporate	\$79,000	\$265,000	24	\$176,000	10	47	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/> Build new office building	Proposal		\$135,000	\$280,000	24	\$99,149	0	42	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/> Call's net project	Proposal	Corporate	\$117,000	\$267,000	24	\$150,000	0	33	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/> Create Performance center of excellence	Proposal	Corporate	\$90,000	\$258,000	21	\$168,000	0	83	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/> Expand to China	Proposal	Corporate	\$107,000	\$261,000	24	\$154,000	0	38	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/> Expand to Europe	Proposal	Corporate	\$95,000	\$203,000	24	\$100,000	0	43	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/> Implement CRM	Proposal	Corporate	\$85,000	\$261,000	24	\$176,000	0	110	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/> Implement Paperless Office	Proposal	Corporate	\$214,000	\$203,000	24	(\$11,000)	0	(43)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/> Maintain CRM	Proposal	Corporate	\$186,000	\$242,000	24	\$56,000	0	30	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/> Maintain SOX compliance	Proposal	Corporate	\$153,000	\$200,000	21	\$47,000	0	8	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/> Streamline Supply Chain	Proposal	Corporate	\$105,000	\$240,000	24	\$144,000	0	37	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/> Upgrade CR Version	Proposal	Corporate	\$120,000	\$250,000	24	\$130,000	0	31	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/> Wireless access for customers	Proposal	Corporate	\$120,000	\$247,000	24	\$127,000	0	49	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

■ Indicates a Dependency Violation

[Add Content](#) [View Content List](#) [Save](#)

Notes

Notes to be added on save:

[Make a Copy](#) [Save](#) [Cancel](#)

The following sections describe the information presented in the scenario comparison in detail. For information about changing the scenario comparison and its individual scenarios in a variety of ways, including adding and deleting lifecycle entities, see [Viewing and Changing Scenario Comparisons](#) on page 64.

Overview of the Scenario Comparison Page

The Scenario Comparison page has the following major sections:

- Basic information fields for the scenario comparison are near the top of the page. To revise these fields, see [Changing a Scenario Comparison's Basic Information](#) on page 68. In particular, you can specify for the scenario comparison a supply budget and a set of resource pools, which you can compare against the sum of the costs and resources associated with the lifecycle entities in each individual scenario, in the **Overview** tab on the page.
- A set of tabs shows the results of the scenario comparison, with the **Overview** tab displayed by default. For information about these tabs, see [Reviewing Results \(Tabs\) of a Scenario Comparison](#) on page 50.

In all of its graphs and tables, the scenario comparison uses the selected proposals, projects, and assets in the scenario comparison and the following values to calculate costs and benefits:

- For previous periods, actual costs and benefits where specified (that is, where not blank and not zero), otherwise forecast (planned) costs and benefits.
- For the current period, the *higher* of forecast or actual costs, and the *higher* of forecast or actual benefits.
- For future periods, forecast costs and benefits.

The cost determinations are independent of any approved budgets associated with the selected proposals, projects, and assets.

- The **Scenario Content** section lists the lifecycle entities that meet the criteria you specified when you created the scenario comparison. The title bar states how many portfolio items (lifecycle entities) are in the scenario comparison.

You can sort the content list as desired by clicking any column heading.

So that you can more easily view a long **Scenario Content** list, if you click **View Content List** at the bottom of the **Scenario Content** section, the same list appears in a separate window (but with the actual scenario names as the headings of the rightmost columns, rather than **1**, **2**, and **3**).

You can change the list in many ways, including adding and removing lifecycle entities from the entire scenario comparison, and differentiating the three scenarios by including and excluding different lifecycle entities from the list. See *Viewing and Changing Scenario Comparisons* on page 64.

The columns of the **Scenario Content** section provide information for each lifecycle entity, as described in the following table:

Column	Description
Name	Name of the lifecycle entity, displayed as a link that allows you to open the lifecycle entity.
Phase	Phase of the lifecycle entity— Proposal , Project , or Asset .
Business Unit	Business unit specified for the lifecycle entity, if any.
Total Cost	Total cost for the lifecycle entity.
Total Benefit	Total financial benefit for the lifecycle entity.
Total Resources (person months)	Total number of person months required by the lifecycle entity, as specified in its attached staffing profile. (For projects, this is actual effort if specified for previous periods plus planned effort for the current and future periods.)
Nominal Return	Nominal return for the lifecycle entity, calculated as described in <i>Total Nominal Return</i> on page 105. This column is displayed only if the corresponding parameter has been enabled by an administrator, which is not the case in the example in <i>Figure 4-1</i> on page 46.

Column	Description
NPV	Net present value for the lifecycle entity, calculated as described in Net Present Value (NPV) on page 106 . This column is displayed only if the corresponding parameter has been enabled by an administrator, as is the case in the example in Figure 4-1 .
Custom Value	Custom financial metric specified by an administrator for the purpose of ranking the lifecycle entity. This column is displayed only if the corresponding parameter has been enabled by an administrator, as is the case in the example in Figure 4-1 .
Score	Total Score calculated for the lifecycle entity. See Determining Portfolio Scores on page 37 .
Scenario 1, 2, and 3	List of checkboxes that indicate which lifecycle entities (rows) are included in or excluded from each of the three scenarios for comparison purposes. Initially, all lifecycle entities are selected for all three scenarios. To differentiate the scenarios to be compared, deselect the checkboxes as desired, as in the example in Figure 4-1 . Note: By default, scenarios in a scenario comparison are identical if they have the same set of lifecycle entities selected. However, you can change the start date for any lifecycle entity in a scenario (see Adjusting Start Dates for Lifecycle Entities in a Scenario on page 78), which makes that scenario different from other scenarios with the same entities. The difference is not identified on the Scenario Comparison page.

- At the bottom of the Scenario Comparison page, the **Notes** section allows you to add notes to the scenario comparison. See [Adding Notes to a Scenario Comparison on page 74](#).

Reviewing Results (Tabs) of a Scenario Comparison

The results of a scenario comparison are presented in the Scenario Comparison page in a set of tabs, each of which is described in the following sections. In these examples, different sets of entities have been selected for each scenario in the scenario comparison. For information about how the total cost, benefit, and resources are calculated, see *Overview of the Scenario Comparison Page* on page 47.

Overview Tab

The **Overview** tab in the Scenario Comparison page provides an overview of the three scenarios in the scenario comparison. See *Figure 4-2*.

Figure 4-2. Scenario Comparison page, Overview tab



Unlike most of the other tabs, the **Overview** tab integrates all three scenarios into each of its two visualizations—the **Cost Plan** and **Resource Plan** graphs, as follows:

- **Cost Plan.** Each scenario line in the Cost Plan graph shows, for each period, the sum of the costs attached to all the lifecycle entities selected for that scenario. For information about the cost calculations, see *Overview of the Scenario Comparison Page* on page 47.

If a supply budget has been specified in the basic information section above the tabs, the graph includes the supply budget as the Total Budget line, with solid color underneath. For information about specifying the supply budget, see *Changing a Scenario Comparison's Basic Information* on page 68.

- **Resource Plan.** Each scenario line in the Resource Plan graph shows, for each period, the resources required for that scenario, based on the sum of the total resource requirements from all the staffing profiles attached to all the lifecycle entities selected for that scenario.

If the **Calculate Total Available Resources for comparison from the following Resource Pools** field has been specified in the basic information section above the tabs, the graph includes the sum of the resources in those resource pools as the Total Available Resources line, with solid color underneath. To specify this field, see *Changing a Scenario Comparison's Basic Information on page 68*. The resource supply you specify for the scenario comparison need not be related to the resource demand represented by the set of staffing profiles attached to the lifecycle entities in a scenario.

You can also view the role availability for a particular scenario and determine at a glance where and when particular roles are needed. For more detailed information, see *Viewing Role Availability and Requirements for a Scenario on page 82*.



In any period, a scenario's required budget or resource can exceed the supply budget or resource specified for the scenario comparison. You can run a scenario optimization program with various options for objectives and constraints, and the program ensures that the optimized scenario does not exceed the supply budget or resource you specify. See *Running Scenario Optimizations on page 84*.

The graphs on all the tabs (except the **Efficient Frontier** tab) use the same time interval for their horizontal axes. To change the time interval, on any of these tabs select a new value in the **Graph Period Interval** field and click **Change**. See *Figure 4-3*.

Figure 4-3. Graph Period Interval field

Graph Period Interval:	Month	<input type="button" value="Change"/>
	Quarter	
	Month	
	Half Year	
	Year	

Budget Summary Tab

The **Budget Summary** tab in the Scenario Comparison page provides a graph of the cost information for each scenario. See [Figure 4-4](#).

Figure 4-4. Scenario Comparison page, Budget Summary tab



Each graph displays capital expense and operating expense in a stacked bar chart. For information about the cost (budget) calculations, see [Overview of the Scenario Comparison Page on page 47](#).

If a supply budget is specified for the scenario comparison, the supply budget is displayed as the capacity line. For details on how to specify the supply budget for a scenario comparison, see [Changing a Scenario Comparison's Basic Information on page 68](#).

In any period, a scenario's required budget can exceed the supply budget specified for the scenario comparison. You can run a scenario optimization program with various options for objectives and constraints, and the program ensures that the optimized scenario does not exceed the supply budget you specify. See [Running Scenario Optimizations on page 84](#).



Display of negative values for expenses is not supported.

To change the time interval used for the horizontal axes in the graphs on all the tabs except the **Efficient Frontier** tab, select a new value in the **Graph Period Interval** field and click **Change** (see [Figure 4-3 on page 51](#)).

Cost Benefit Tab

The **Cost Benefit** tab in the Scenario Comparison page provides a graph illustrating the cost/benefit analysis for each scenario. See [Figure 4-5](#).

Figure 4-5. Scenario Comparison page, Cost Benefit tab



The graph for each scenario is a bar chart depicting the expected cost and expected benefit per period. This graph serves the following functions:

- The cost and benefit bars in each graph give information regarding the net benefit by period for each scenario.
- Since the graph is displayed by period, it also portrays the cost and benefit trends for each scenario.

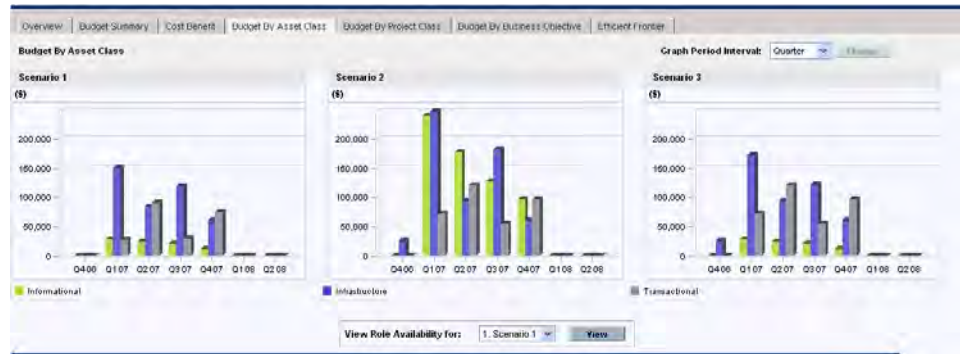
For information about the cost and benefit calculations, see [Overview of the Scenario Comparison Page](#) on page 47.

To change the time interval used for the horizontal axes in the graphs on all the tabs except the **Efficient Frontier** tab, select a new value in the **Graph Period Interval** field and click **Change** (see [Figure 4-3](#) on page 51).

Budget By Asset Class Tab

The **Budget By Asset Class** tab in the Scenario Comparison page provides a graph comparing the budget per period for each scenario by asset class. See [Figure 4-6](#).

Figure 4-6. Scenario Comparison page, Budget By Asset Class tab



The graph for each scenario consists of a bar chart with adjacent bars (one for each asset class) in each period. The bars allow you, for each scenario, to compare the budget distribution among the various asset classes—Informational, Infrastructure, and Transactional.

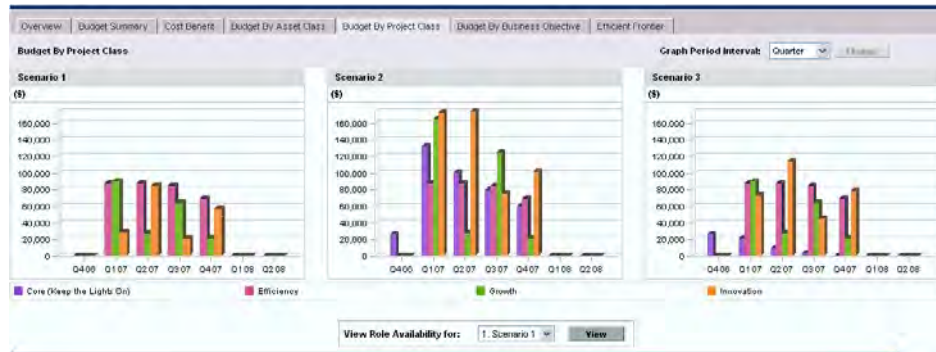
For information about the cost (budget) calculations, see [Overview of the Scenario Comparison Page](#) on page 47.

To change the time interval used for the horizontal axes in the graphs on all the tabs except the **Efficient Frontier** tab, select a new value in the **Graph Period Interval** field and click **Change** (see [Figure 4-3](#) on page 51).

Budget By Project Class Tab

The **Budget By Project Class** tab in the Scenario Comparison page provides a graph comparing the budget per period for each scenario by project class. See [Figure 4-7](#).

Figure 4-7. Scenario Comparison page, Budget By Project Class tab



The graph for each scenario consists of a bar chart with adjacent bars (one for each project class) in each period. The bars allow you, for each scenario, to compare the budget distribution among the various project classes—Core (Keep the Lights On), Efficiency, Growth, and Innovation.

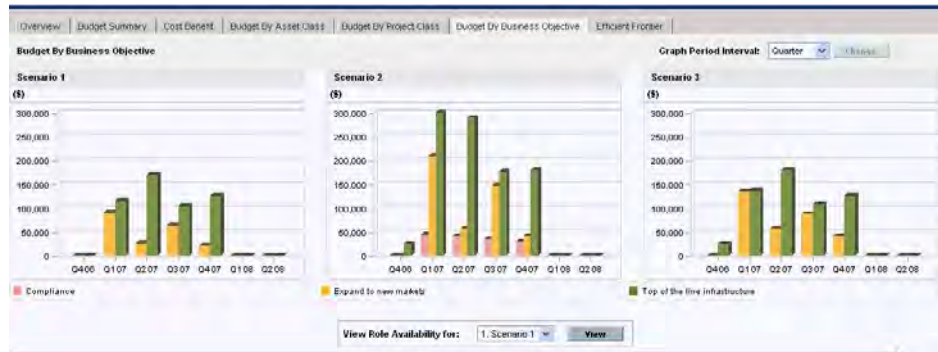
For information about the cost (budget) calculations, see [Overview of the Scenario Comparison Page](#) on page 47.

To change the time interval used for the horizontal axes in the graphs on all the tabs except the **Efficient Frontier** tab, select a new value in the **Graph Period Interval** field and click **Change** (see [Figure 4-3](#) on page 51).

Budget By Business Objective Tab

The **Budget By Business Objective** tab in the Scenario Comparison page provides a graph comparing the budget per period for each scenario by business objective. See [Figure 4-8](#).

Figure 4-8. Scenario Comparison page, Budget By Business Objective tab



The graph for each scenario consists of a bar chart with adjacent bars (one for each business objective) in each period. The bars allow you, for each scenario, to compare the budget distribution among the various business objectives.

For information about the cost (budget) calculations, see [Overview of the Scenario Comparison Page](#) on page 47.

To change the time interval used for the horizontal axes in the graphs on all the tabs except the **Efficient Frontier** tab, select a new value in the **Graph Period Interval** field and click **Change** (see [Figure 4-3](#) on page 51).

Efficient Frontier Tab

The **Efficient Frontier** tab in the Scenario Comparison page can display the efficient frontier graph discussed in this section. When you click **Generate Efficient Frontier** on the **Efficient Frontier** tab and specify the constraints and performance objective (for example, maximized NPV) you want to apply, HP Portfolio Management invokes an optimization program (optimizer). By performing extensive calculations that reflect using various subsets of all the lifecycle entities in the scenario comparison, the optimizer generates the efficient frontier curve.

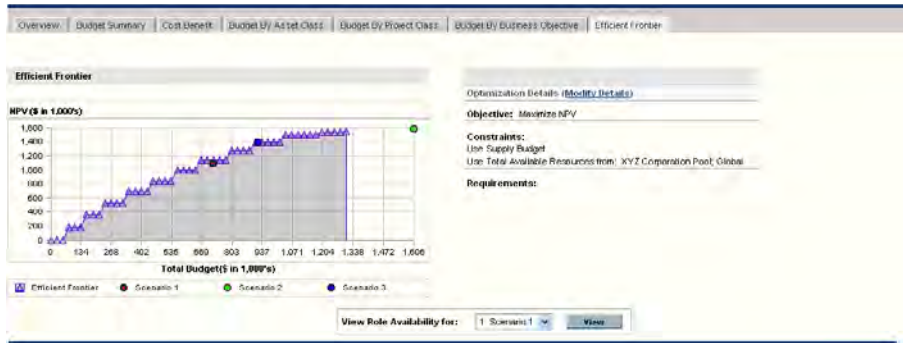
The section *Understanding the Efficient Frontier Graph* describes a generated efficient frontier graph. The section *Generating the Efficient Frontier Graph on page 60* describes how to specify the desired parameters and generate the graph.

Understanding the Efficient Frontier Graph

As shown in the example in *Figure 4-9*, the efficient frontier graph's horizontal axis is the budget and its vertical axis is one of the following performance objectives you chose to maximize:

- **NPV.** NPV is the collective net present value for the lifecycle entities that the optimizer selects. For a definition of NPV, see *Net Present Value (NPV) on page 106*.
- **Total Score.** Total Score is the collective Total Score for the lifecycle entities that the optimizer selects. For information about how the Total Score for a lifecycle entity is calculated, see *Determining Portfolio Scores on page 37*.
- **Value.** Value is the collective Value Rating for the lifecycle entities that the optimizer selects. For information about how the Value Rating for a lifecycle entity is calculated, see *Determining Portfolio Scores on page 37*.

Figure 4-9. Scenario Comparison page, Efficient Frontier tab



The curve, calculated by the optimizer, is the efficient frontier—the best performance that can be achieved for your chosen objective when the optimal combinations (subsets) of all the lifecycle entities in this scenario comparison are used at various budget levels, within a set of constraints and requirements you specify (described later). The fewer such constraints and requirements, the higher the curve (that is, the better the performance) can be.




To generate the efficient frontier, the scenario comparison must have a supply budget specified in the basic information (top section) of the scenario comparison.

The three scenarios of the scenario comparison being viewed provide three specific data points on the graph. The budget level (position on the horizontal axis) for a scenario data point is the sum of the costs for all the lifecycle entities in that scenario.

It is common for these scenario data points to fall below the efficient frontier curve. If you place no constraints on the optimizer's generation of the efficient frontier, the actual performance of any scenario, which specifies some particular combination of the lifecycle entities in this scenario comparison, will fall on or below the curve.

A scenario's data point can be above the curve, for either of the following reasons:

- The constraints you specified in the efficient frontier parameters (as described in the procedure in the next section) are stricter than those of the scenario, so those constraints made the efficient frontier less successful than the scenario in meeting your objective at that supply budget level.
- The efficient frontier curve has not been regenerated since the scenario was changed in such a way that the scenario's performance improved.

 You can invoke the optimizer for any of the scenarios in a scenario comparison, to determine the best subset of all the lifecycle entities in the scenario comparison to use for your performance objective. See [Running Scenario Optimizations on page 84](#). (Running a scenario optimization does not generate the efficient frontier curve.) If you use the same set of constraints to both optimize a scenario and generate the efficient frontier, that scenario's data point will fall on the efficient frontier curve.

The right side of the **Efficient Frontier** tab displays the objective, the budget and resource constraints, and any other requirements that were specified in the first Efficient Frontier window when the curve was last generated (see [Generating the Efficient Frontier Graph](#)).

Generating the Efficient Frontier Graph

To specify constraints for and generate an efficient frontier graph:

1. Open the scenario comparison for which you want to generate the efficient frontier graph. See *Listing and Viewing Scenario Comparisons* on page 65.
2. Click the **Efficient Frontier** tab.
3. Specify the desired supply budget for the scenario comparison by clicking **Add Supply Budget** if no supply budget has been previously specified, or **Edit Supply Budget** if a supply budget has been previously specified.
4. If the efficient frontier graph has never been generated for this scenario comparison, click **Generate Efficient Frontier** on the **Efficient Frontier** tab.

If the efficient frontier graph has been previously generated, click the **Modify Details** link on the **Efficient Frontier** tab.

The first Efficient Frontier window (of two) appears.

- a. Specify which option you want to maximize as the performance objective—NPV, Total Score, or Value. See *Understanding the Efficient Frontier Graph* on page 57.

- b. Specify the option to use the indicated resource pools (if any) as part of the constraints.
- c. (Optional) To specify the highest average **Risk Rating** to allow for the lifecycle entities the optimizer will choose, select the checkbox and specify a value in the stated range for the **Average Risk must stay below** field. (For a definition of **Risk Rating**, see *Determining Portfolio Scores on page 37.*)
- d. (Optional) To specify the lowest average **Value Rating** to allow for the lifecycle entities the optimizer will choose, select the checkbox and specify a value in the stated range for the **Average Value must stay above** field. (For a definition of **Value Rating**, see *Determining Portfolio Scores on page 37.*)
- e. (Optional) To specify the highest average **Custom Field** value to allow for the lifecycle entities the optimizer will choose, select the **Custom Field Value** checkbox, select the **Average Custom Field must stay below** option, and specify a value in the stated range.

To specify the lowest average **Custom Field** value to allow for the lifecycle entities the optimizer will choose, select the **Custom Field Value** checkbox, select the **Average Custom Field must stay above** option, and specify a value in the stated range.

- f. (Optional) To specify the minimum percentage of budget to be allocated to various business objectives:
 - i. Select the **Business Objective Mix** checkbox.
 - ii. Select a business objective from the **Business Objective** list that appears, and specify its minimum budget percentage in the **% Mix** field. To specify percentages for other business objectives in the list, if any, click **Add a Business Objective** and repeat this step.

You need not specify minimum percentages for all of the business objectives—regardless of whether you specify a percentage for a particular business objective, the optimizer can select lifecycle entities that use the business objective if the lifecycle entities meet all your other constraints.

The total of the percentages for the business objectives you specify must be 95% or less.

- g. (Optional) To specify the minimum percentage of budget to be allocated to various project classes:
- i. Select the **Project Class Mix** checkbox.
 - ii. Select a project class from the **Project Class** list that appears, and specify its minimum budget percentage in the **% Mix** field. To specify percentages for other project classes in the list, if any, click **Add a Project Class** and repeat this step.

You need not specify minimum percentages for all of the project classes—regardless of whether you specify a percentage for a particular project class, the optimizer can select lifecycle entities that use the project class if the lifecycle entities meet all your other constraints.

The total of the percentages for the project classes you specify must be 95% or less.

- h. (Optional) To specify the minimum percentage of budget to be allocated to various asset classes:

- i. Select the **Asset Class Mix** checkbox.
- ii. Select an asset class from the **Asset Class** list that appears, and specify its minimum budget percentage in the **% Mix** field. To specify percentages for other asset classes in the list, if any, click **Add an Asset Class** and repeat this step.

You need not specify minimum percentages for all of the asset classes—regardless of whether you specify a percentage for a particular asset class, the optimizer can select lifecycle entities that use the asset class if the lifecycle entities meet all your other constraints.

The total of the percentages for the asset classes you specify must be 95% or less.

- i. Click **Next**.

The second Efficient Frontier window (of two) appears, listing all the lifecycle entities for this scenario comparison.

hp Efficient Frontier

1. Set Objectives and Constraints ▶ 2. Select requirements for each Project

Required?	Name Δ	Allow new start date?	Phase	Business Unit	Total Cost	Total Benefit	Total Resources (person months)	Score
<input type="checkbox"/>	Build new data center		Proposal	Corporate	\$79,000	\$255,000	24	47
<input type="checkbox"/>	Build new office building	<input checked="" type="checkbox"/>	Proposal		\$135,000	\$260,000	24	42
<input type="checkbox"/>	CIO's pet project	<input checked="" type="checkbox"/>	Proposal	Corporate	\$117,000	\$267,000	24	33
<input type="checkbox"/>	Create Performance center of excellence	<input checked="" type="checkbox"/>	Proposal	Corporate	\$90,000	\$258,000	24	63
<input type="checkbox"/>	Expand to China	<input checked="" type="checkbox"/>	Proposal	Corporate	\$107,000	\$261,000	24	38
<input type="checkbox"/>	Expand to Europe	<input checked="" type="checkbox"/>	Proposal	Corporate	\$95,000	\$263,000	24	43
<input type="checkbox"/>	Implement PPM	<input checked="" type="checkbox"/>	Proposal	Corporate	\$85,000	\$261,000	24	110
<input type="checkbox"/>	Implement Paperless Office	<input checked="" type="checkbox"/>	Proposal	Corporate	\$214,000	\$203,000	24	(43)
<input type="checkbox"/>	Maintain CRM	<input checked="" type="checkbox"/>	Proposal	Corporate	\$188,000	\$242,000	24	30
<input type="checkbox"/>	Maintain SOX compliance	<input checked="" type="checkbox"/>	Proposal	Corporate	\$153,000	\$200,000	24	9
<input type="checkbox"/>	Streamline Supply Chain	<input checked="" type="checkbox"/>	Proposal	Corporate	\$105,000	\$249,000	24	37
<input type="checkbox"/>	Upgrade DB Version	<input checked="" type="checkbox"/>	Proposal	Corporate	\$120,000	\$250,000	24	31
<input type="checkbox"/>	Wireless access for customers	<input checked="" type="checkbox"/>	Proposal	Corporate	\$120,000	\$247,000	24	49

Previous Cancel Done

- j. Use the checkboxes in the **Required?** column to specify which lifecycle entities you insist must be included in the efficient frontier, regardless of the effect of including them on maximizing the performance objective.



Regardless of your selections for the **Required?** column, if any of the scenario comparison's listed lifecycle entities specify any dependencies on any other listed lifecycle entities, the selections of the optimizer will adhere to those dependencies. In other words, the optimizer will prevent any dependency violations among the lifecycle entities in the list. However, the optimizer does not consider dependencies of lifecycle entities in the scenario comparison list upon lifecycle entities that are not in the list at all.

- k. Use the checkboxes in the **Allow new start date?** column to specify which of the proposals and projects that have not been started you will allow the optimizer to delay starting if doing so improves performance for the objective you chose. The optimizer always considers delays in increments of one month, up to six months.

If the planned start date for a proposal or project is in the past, that proposal or project does not have the option to allow you to delay its start date. Assets do not have the option.

The results of the efficient frontier generation do not indicate which of the lifecycle entities that you allow to have delayed start dates would actually be delayed, or by how much they would be delayed.

- l. Click **Done**.

The optimizer calculates the efficient frontier curve, based on the constraints you specified.

This program can take a considerable amount of time to run, depending on the amount of data it must evaluate. A progress bar is displayed.

- m. When the calculations are completed, the **View Scenario Comparison** button appears.



If no combination of lifecycle entities can meet the set of constraints you specified, the optimizer cannot find a feasible solution. In this case, specify constraints that are less restrictive and run the optimization again.

- n. Click **View Scenario Comparison**.

The scenario comparison appears again.

- o. Click the **Efficient Frontier** tab to view the efficient frontier graph.

Viewing and Changing Scenario Comparisons

You can view and change scenario comparisons and individual scenarios by doing any of the following:

- Listing and viewing scenario comparisons, filtered by criteria you specify.
- Changing the scenario comparison's basic information.
- Changing the scenario comparison's content.
- Deleting a scenario comparison.
- Copying a scenario comparison.
- Changing individual scenarios.
- Running scenario optimizations.
- Configuring scenario comparison security.

Listing and Viewing Scenario Comparisons



For information about access to view and edit scenario comparisons, see [Configuring Access Rights for Scenario Comparisons](#) on page 97.

To view the last scenario comparison you previously viewed, without having to display a list of scenario comparisons and select one:

1. Log on to PPM Center.
2. From the menu bar, select **Open > Portfolio Management > Scenario Comparisons > View Last Scenario Comparison**.

The Scenario Comparison page appears, as shown in the example in [Figure 4-10](#) on page 67.

To list the scenario comparisons you can access, and view a particular one:

1. Log on to PPM Center.
2. From the menu bar, select **Search > Scenario Comparisons**.

The Scenario Comparison List page appears.

Scenario Comparison List

Showing 1 - 4 of 4

<input checked="" type="checkbox"/>	Comparison Name	Description	Created By Δ	Created On	Last Updated By	Last Updated On
<input checked="" type="checkbox"/>	Corporate Planning Scenarios		Admin User	November 30, 2006	Admin User	November 29, 2006
<input checked="" type="checkbox"/>	XYZ Corp. Planning 2007		David Jones	November 1, 2006	David Jones	November 2, 2006
<input checked="" type="checkbox"/>	XYZ Corp. Planning test 1		David Jones	November 1, 2006	David Jones	November 3, 2006
<input checked="" type="checkbox"/>	Copy (1) Of XYZ Corp. Planning test 1		Henry Som	November 4, 2006	Henry Som	November 4, 2006

Showing 1 - 4 of 4

Filter By Apply

Created By:

Show Only Comparisons Updated In The Last: Month \downarrow

Show Only Active Comparisons: Yes No

- (Optional) Filter the scenario comparison list using the parameters in the **Filter By** section, as described in the following table:

Field Name	Description
Created By	Displays only scenario comparisons created by a particular user
Show Only Comparisons Updated in The Last	Displays only scenario comparisons updated within the period selected from the list
Show Only Active Comparisons	If Yes , displays only active scenario comparisons If No , displays all scenario comparisons

- To reload the Scenario Comparison List page with the filters applied, click **Apply**.
- To view a particular scenario comparison in the list, click its name in the **Comparison Name** column.

The Scenario Comparison page appears, as shown in the example in *Figure 4-10*.

The columns **Nominal Return** (defined in *Total Nominal Return* on page 105), **NPV** (defined in *Net Present Value (NPV)* on page 106), and **Custom Value** (a custom financial metric used to rank each lifecycle entity) appear in the **Scenario Content** section only if corresponding parameters have been enabled for display by the administrator. In the example, **Nominal Return** has not been enabled and **NPV** and **Custom Value** have been enabled.

Figure 4-10. Scenario Comparison page

Scenario Comparison: Corporate Planning Scenarios

Make a Copy Configure Access Save

Scenario Details: 1, Scenario 1, 2, Scenario 2, 3, Scenario 3 Optimize Scenarios

Comparison Name: Corporate Planning Scenarios Created By: David Jones Last Updated By: David Jones

Active: Yes No Last Updated On: November 30, 2008

Description:

Calculate Total Available Resources for comparison from the following Resource Pools:

Add Supply Budget Global XYZ Corporation Pool Start Period: October 2008 Finish Period: June 2008

Overview Budget Summary Cost Benefit Budget By Asset Class Budget By Project Class Budget By Business Objective Efficient Frontier

Graph Period Interval: Quarter Change

Cost Plan (\$)

Resource Plan (FTEs)

View Role Availability for: 1 Scenario 1 View

Scenario Content 176 scenario comparison contains 13 portfolio items. Save

Scenario Headers: 1, Scenario 1, 2, Scenario 2, 3, Scenario 3

Name Δ	Phase	Business Unit	Total Cost	Total Benefit	Total Resources (person months)	BPV	Custom Value	Score	Scenario		
									1	2	3
<input checked="" type="checkbox"/> Build new data center	Proposal	Corporate	\$79,000	\$265,000	24	\$176,000	10	47	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/> Build new office building	Proposal		\$135,000	\$280,000	24	\$99,149	0	42	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/> Call's net project	Proposal	Corporate	\$117,000	\$267,000	24	\$150,000	0	33	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/> Create Performance center of excellence	Proposal	Corporate	\$90,000	\$258,000	21	\$168,000	0	83	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/> Expand to China	Proposal	Corporate	\$107,000	\$261,000	24	\$154,000	0	38	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/> Expand to Europe	Proposal	Corporate	\$95,000	\$203,000	24	\$160,000	0	43	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/> Implement CRM	Proposal	Corporate	\$85,000	\$261,000	24	\$176,000	0	110	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/> Implement Paperless Office	Proposal	Corporate	\$214,000	\$203,000	24	(\$11,000)	0	(43)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/> Maintain CRM	Proposal	Corporate	\$186,000	\$242,000	24	\$56,000	0	30	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/> Maintain SOX compliance	Proposal	Corporate	\$153,000	\$200,000	21	\$147,000	0	8	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/> Streamline Supply Chain	Proposal	Corporate	\$105,000	\$240,000	24	\$144,000	0	37	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/> Upgrade CR Version	Proposal	Corporate	\$120,000	\$250,000	24	\$130,000	0	31	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/> Wireless access for customers	Proposal	Corporate	\$120,000	\$247,000	24	\$127,000	0	49	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

■ Indicates a Dependency Violation

Add Content View Content List Save

Notes

Notes to be added on save:

Make a Copy Save Cancel

Changing a Scenario Comparison's Basic Information

The basic information (top section) of the Scenario Comparison page contains fields that describe or specify parameters relating to the scenario comparison as a whole. Some of the fields were not available when the scenario comparison was first created. See *Figure 4-10* on page 67.

To change these fields:

1. Open the scenario comparison that has the basic information fields you want to change. See *Listing and Viewing Scenario Comparisons* on page 65.
2. Using the following table, change these fields as desired.

Field Name (*Required)	Description
Scenario Details	Set of links that open the detail pages for each scenario in the scenario comparison.
*Comparison Name	Name of the scenario comparison.
Created By	(Read-only) User who created the scenario comparison.
Last Updated By	(Read-only) User who last updated the scenario comparison.
Active	Option to specify whether the scenario comparison is active. If you make a scenario comparison inactive, its information is retained but it is displayed in the Scenario Comparison List only if the Show Only Active Comparisons field in the Filter By section on the Scenario Comparison List page is set to No .
Last Updated On	(Read-only) Date the scenario comparison was last updated.
Description	Description for the scenario comparison.

Field Name (*Required)	Description
<p>Add Supply Budget button, or after a supply budget has been added, Edit Supply Budget button</p>	<p>Click to specify the supply budget to use for the scenario comparison.</p> <p>The Supply Budget window opens. In the Jump To field, you can select a year from the range of years the scenario comparison covers.</p> <p>Tip: You can copy the data in a cell to an adjacent range of cells in the same row, by clicking the cell with the data to copy, clicking the cell at the other end of the range, and then pressing SHIFT + click.</p> <p>The supply budget will be displayed as the Total Budget line in the Cost Plan graph of the scenario comparison's Overview tab.</p>
<p>Calculate Total Available Resources for comparison from the following Resource Pools</p>	<p>Set of resource pools for which total resources will be summed and displayed as the Total Available Resources line in the Resource Plan graph of the scenario comparison's Overview tab.</p> <p>These resource pools need not be related to the resource demand represented by the set of staffing profiles attached to the lifecycle entities in a scenario.</p>
<p>*Start Period</p>	<p>Start period for the scenario comparison.</p>
<p>*Finish Period</p>	<p>End period for the scenario comparison.</p>

3. Click **Save**.

Changing Scenario Content in a Scenario Comparison

The **Scenario Content** section of the Scenario Comparison page lists and controls the contents of the scenario *comparison* and each *individual scenario*. You can change these contents as described in the following sections.

Selecting Which Lifecycle Entities in a Scenario Comparison Are Used in a Scenario

The **Scenario Content** section of the Scenario Comparison page lists all of the lifecycle entities (proposals, projects, and assets) currently in the scenario comparison. The contents of each individual scenario in the scenario comparison are controlled by the checkboxes under the scenario numbers **1**, **2**, or **3**. See *Figure 4-10 on page 67*.

► By default, scenarios in a scenario comparison are identical if they have the same set of lifecycle entities selected. However, you can change the start date for any lifecycle entity in a scenario (see *Adjusting Start Dates for Lifecycle Entities in a Scenario on page 78*), which makes that scenario different from other scenarios with the same entities. This difference is not identified on the Scenario Comparison page.

To change the contents of a particular scenario, using lifecycle entities that are already in the scenario comparison:

1. Open the scenario comparison that has the scenarios you want to change. See *Listing and Viewing Scenario Comparisons on page 65*.
2. Scroll down to the **Scenario Content** section.
3. In the column for scenario 1, 2, or 3, select or deselect the checkboxes for the lifecycle entities that you want to be included in or excluded from the scenario.

► If lifecycle entities A and B are in the **Scenario Content** list, if lifecycle entity B was defined to depend on lifecycle entity A, and if you deselect the checkbox for lifecycle entity A without deselecting the checkbox for lifecycle entity B (in other words, if you create a dependency violation within this scenario), the checkboxes for both lifecycle entities become highlighted in red.

4. Click **Save**.

Adding Lifecycle Entities to a Scenario Comparison and to its Scenarios

The **Scenario Content** section of the Scenario Comparison page lists all of the lifecycle entities currently in the scenario comparison. To add other lifecycle entities to the **Scenario Content** section:

1. Open the scenario comparison you want to change. See *Listing and Viewing Scenario Comparisons* on page 65.
2. At the bottom of the **Scenario Content** section, click **Add Content**.

The Add New Scenario Content window opens, with the following two sections:

- **Add Specific Items** section to add particular proposals, projects, and/or assets to the scenario comparison, using auto-completes as described in *step 3 on page 72*
- **Search For Scenario Content To Add** section with filters for finding entities to potentially add to the scenario comparison, as described in *step 4 on page 72*

HP Close Window X

Add New Scenario Content

Add Specific Items

If you know which proposals, projects or assets to include in this scenario comparison, specify them here.

Include Proposals:

Include Projects:

Include Assets:

Add

Search For Scenario Content To Add

To search for proposals, projects or assets to include in this scenario comparison, use the filters below.

Request Type: Show Advanced Filters

Status:

Business Unit: Business Objective:

Project Class: Asset Class:

Value greater than and less than

Risk greater than and less than

Score greater than and less than

Budget total greater than and less than

Benefit total greater than and less than

Resource total (person months) greater than and less than

Nominal return greater than and less than

*Sort By: Name Ascending Descending

*Maximum Results Per Page:

Search Clear Fields

Search

3. To add specific proposals, projects, and/or assets by name to the scenario comparison:
 - a. In the **Add Specific Items** section of the scenario comparison, use the auto-completes for the **Include Proposals**, **Include Projects**, and **Include Assets** fields to select the specific lifecycle entities to be added.
 - b. Click **Add**.

The selected entities that are not already in the scenario comparison are added to the **Scenario Content** section of the scenario comparison.

- c. Click **Save** to save your changes to the scenario comparison.

If you need to search for entities that meet specific filter criteria, continue to [step 4](#). Otherwise, skip to [step 5 on page 73](#).

4. To search for entities that meet specific filter criteria:
 - a. Complete the fields in the **Search For Scenario Content To Add** section of the scenario comparison as needed.

If you select one or more request types using the auto-complete for the **Request Type** field, the **Show Advanced Filters** button becomes enabled. See [step b](#) for information about using advanced filters.

If you select one request type using the auto-complete for the **Request Type** field, the auto-complete for the **Status** field becomes enabled.

See [Determining Portfolio Scores on page 37](#) for definitions of the Value (**Value Rating**), Risk (**Risk Rating**), and Score (**Total Score**). You can specify a lower limit, an upper limit, or both.

Any upper or lower limits you specify for the budget, benefit, or resource “totals” are applied to the totals for each lifecycle entity across all of its time periods. The time range of the scenario comparison does not affect these filters.

The fields for specifying limits on Nominal Return, Net Present Value, and Custom Field Value are available only if the administrator has enabled their use in HP Portfolio Management.

- b. The set of advanced filters varies from one request type to another. If you select multiple request types and click **Show Advanced Filters**, only the fields that are *common* to all the request types are displayed as advanced filters in the **Search For Scenario Content To Add** section of the Add New Scenario Content window.

To use advanced filters:

- i. Specify at least one request type in the **Request Type** field.
- ii. Click **Show Advanced Filters**.
- iii. Specify the advanced filters of interest.

To hide the advanced filters again, click **Show Simple Filters**.

- c. In the **Sort By** field at the bottom of the Add New Scenario Content window, specify the sort order to use for the lifecycle entities when they are listed, and whether they are to appear in ascending or descending order. Also specify the **Maximum Results Per Page** field.
- d. In the **Search for Scenario Content to Add** section of the Add New Scenario Content window, click **Search**.

The lifecycle entities that meet your criteria and that are not already in the scenario comparison are added to the **Select Scenario Content To Add** section in the Add New Scenario Content window.

- e. In the list of entities in the **Select Scenario Content To Add** section, select the checkboxes to the left of the entities to be added to the scenario comparison (or click **Check All**), and then click **Add**.

The Add New Scenario Content window closes and the lifecycle entities you selected are added to the **Scenario Content** section of the scenario comparison.

- f. Click **Save** to save your changes to the scenario comparison.
5. To differentiate the scenarios to be compared in regard to the added lifecycle entities, deselect the checkboxes in the scenario columns as desired.

6. Sort the entire list in the **Scenario Content** section as desired by clicking any column heading.
7. When the scenario comparison is specified as you want, click **Save**.

Deleting Lifecycle Entities from a Scenario Comparison

To delete lifecycle entities from a scenario comparison and all of its scenarios:

1. Open the scenario comparison that has lifecycle entities you want to delete. See *Listing and Viewing Scenario Comparisons* on page 65.

The **Scenario Content** section of the Scenario Comparison page lists all of the lifecycle entities currently available in the scenario comparison.

2. Delete lifecycle entities from the scenario comparison as needed by clicking the **Delete** icons to the left of the lifecycle entities.



No indication is provided for any dependency violation you create between any lifecycle entity that is in the scenario comparison list and any lifecycle entity that you delete from the list.

Adding Notes to a Scenario Comparison

To add notes to a scenario comparison in the **Notes** section at the bottom of the Scenario Comparison page:

1. Open the scenario comparison to which you want to add notes. See *Listing and Viewing Scenario Comparisons* on page 65.
2. Scroll down to the **Notes** section.
3. Enter the desired text.
4. Click **Save**.

Deleting a Scenario Comparison

To delete a scenario comparison:

1. Log on to PPM Center.
2. From the menu bar, select **Open > Portfolio Management > Scenario Comparisons > List Scenario Comparisons**.
3. Click the **Delete** icon to the left of the scenario comparison to be deleted.

A question dialog box opens.

4. Click **OK**.

Copying a Scenario Comparison

To copy a scenario comparison:

1. Open the scenario comparison you want to copy. See *Listing and Viewing Scenario Comparisons* on page 65.
2. At the top of the Scenario Comparison page, click **Make a Copy**.

A copy of the scenario comparison is created and named “Copy(1) Of <Scenario Comparison Name>,” and the Scenario Comparison page of the copy opens so you can rename and revise the copy.

If a scenario optimization was run against a scenario in the original comparison, the default set of lifecycle entities that is selected for the copy of that scenario, indicated by checkboxes in that scenario’s column, is the set the optimizer chose. However, in the copy you can select and deselect that scenario’s lifecycle entities as desired.

Changing Individual Scenarios

From the Scenario Comparison page, you can view details of an individual scenario on its Scenario Details page and do the following:

- Add lifecycle entities to or delete them from the scenario
- Change the name of the scenario
- Adjust the planned start dates of lifecycle entities as specified for a particular scenario, if no actual start date has been specified
- View the details of a particular lifecycle entity
- View role availability and requirements for the scenario

Adding or Deleting Lifecycle Entities in a Scenario Comparison to or from a Scenario

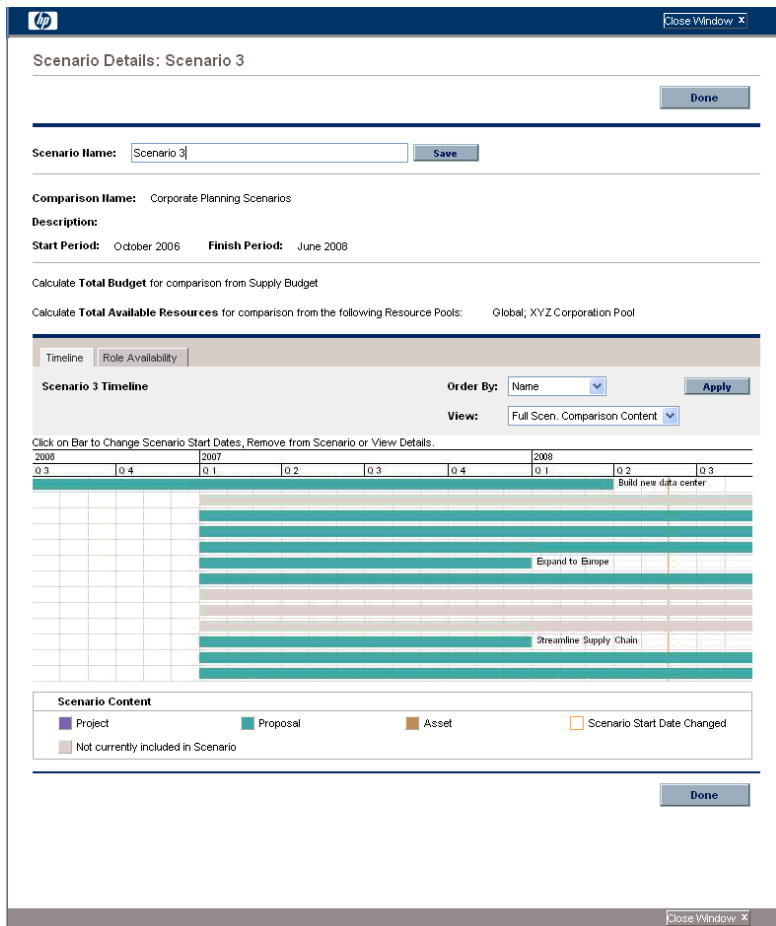
See *Selecting Which Lifecycle Entities in a Scenario Comparison Are Used in a Scenario* on page 70 for information about adding a lifecycle entity to or deleting it from a particular scenario when that lifecycle entity is already in the scenario comparison.

Changing the Name of a Scenario

To change the name of a scenario in a scenario comparison:

1. Open a scenario comparison that includes the scenario whose name you want to change. See *Listing and Viewing Scenario Comparisons* on page 65.
2. In the **Scenario Details** field near the top of the Scenario Comparison page, click the link that names the desired scenario.

That scenario's Scenario Details page opens, with the **Timeline** tab selected.



To change the order of the lifecycle entities in the **Timeline** tab, select a different option from the **Order By** field and click **Apply**. To view a subset of the information on the **Timeline** tab, such as only proposals, select a different option from the **View** field and click **Apply**.

3. In the **Scenario Name** field, enter the new scenario name.
4. Click **Save**.

The scenario's data is saved and the Scenario Comparison page reloads.

5. Click **Done**.

Adjusting Start Dates for Lifecycle Entities in a Scenario

The **Timeline** tab of the Scenario Details page allows you to change a lifecycle entity's planned start date as specified for this particular scenario, if no actual start date has been specified.



If you change the planned start date for a lifecycle entity using the **Timeline** tab, the change gets reflected in the scenario, but you must open the lifecycle entity itself and change its date to make the change permanent.

For example, suppose the portfolio manager changes the start date for the Expand to Europe proposal on the **Timeline** tab to accommodate some scheduling conflicts. The manager likes the way the proposal fits, opens it, and changes its **Expected Start Date** to match the scenario.

When the date for a lifecycle entity (a proposal, project, or asset) is changed in the lifecycle entity itself, the dates for the lifecycle entity's associated forecast costs, financial benefits, and staffing profile are automatically updated accordingly.

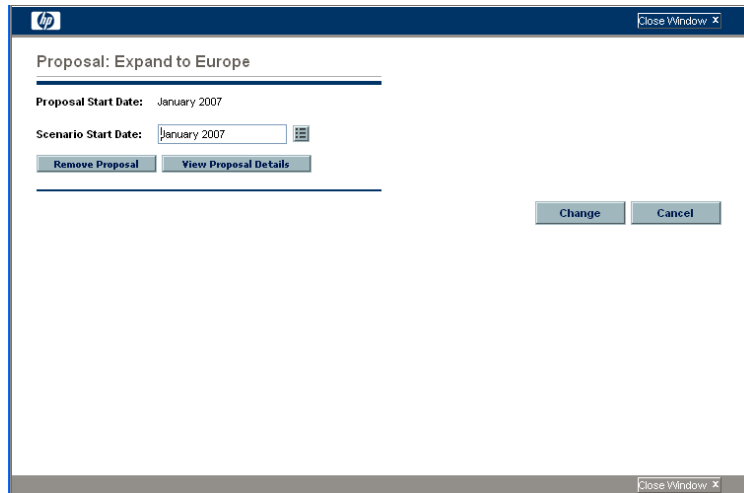
To change the dates for a lifecycle entity in a particular scenario:

1. Open a scenario comparison that includes the scenario you want to change. See [Listing and Viewing Scenario Comparisons on page 65](#).
2. In the **Scenario Details** field on the Scenario Comparison page, click the link that names the desired scenario.

That scenario's Scenario Details page opens, with the **Timeline** tab selected.

3. If you let your mouse hover over a lifecycle entity (horizontal bar) in the **Timeline** tab, a popup appears with the lifecycle entity's name, total budget, total benefit, and total resource. Click the lifecycle entity you want to change.

A window opens with the **<Lifecycle Entity> Start Date** read-only field, the **Scenario Start Date** field, and the **Remove <Lifecycle Entity>** and **View <Lifecycle Entity> Details** buttons, where **<Lifecycle Entity>** is **Proposal** or **Project** or **Asset**.



4. Enter the new **Scenario Start Date** for the lifecycle entity. This is the start date for this lifecycle entity *in this scenario*. In other scenarios, you can specify different start dates for this lifecycle entity.

5. Click **Change**.

The lifecycle entity's start date is updated for the scenario. If you want to make the change permanent, you must open the lifecycle entity and change the date in the lifecycle entity itself.

6. Repeat [step 3](#) through [step 5](#) for other lifecycle entities as desired.

7. Click **Done**.

Viewing the Details of a Lifecycle Entity

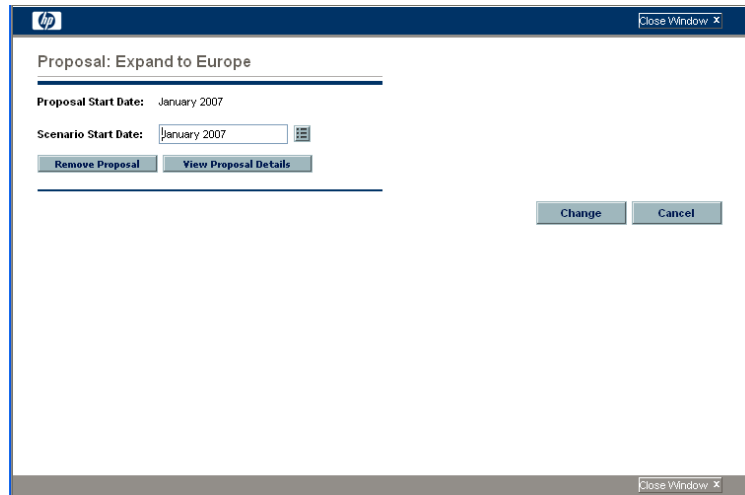
To view the details of a lifecycle entity from a particular scenario:

1. Open a scenario comparison that includes the scenario you want to change. See [Listing and Viewing Scenario Comparisons](#) on page 65.
2. In the **Scenario Details** field on the Scenario Comparison page, click the link that names the desired scenario.

That scenario's Scenario Details page opens, with the **Timeline** tab selected.

3. If you let your mouse hover over a lifecycle entity (horizontal bar) in the **Timeline** tab, a popup appears with the lifecycle entity's name, total budget, total benefit, and total resource. Click the lifecycle entity whose details you want to view.

A window opens with the **<Lifecycle Entity> Start Date** read-only field, the **Scenario Start Date** field, and the **Remove <Lifecycle Entity>** and **View <Lifecycle Entity> Details** buttons, where **<Lifecycle Entity>** is **Proposal** or **Project** or **Asset**.



4. Click the **View <Lifecycle Entity> Details** button.

The lifecycle entity's details are displayed.

Viewing Role Availability and Requirements for a Scenario

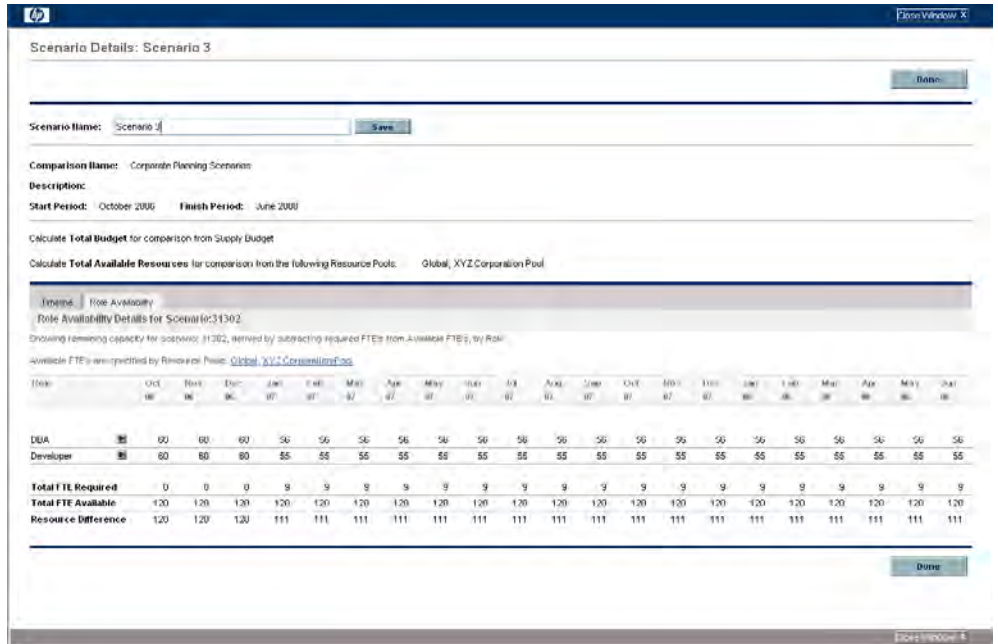
The **Role Availability** tab of the Scenario Details page displays a list of all the roles required for a particular scenario, along with how many resources are available across its periods. See *Figure 4-11*.

To view the role availability information for a scenario, on the Scenario Comparison page (see *Listing and Viewing Scenario Comparisons on page 65*), do one of the following:

- In the scenario comparison, select a scenario from the **View Role Availability for** list and click **View**.
- Open a particular scenario and click the **Role Availability** tab.

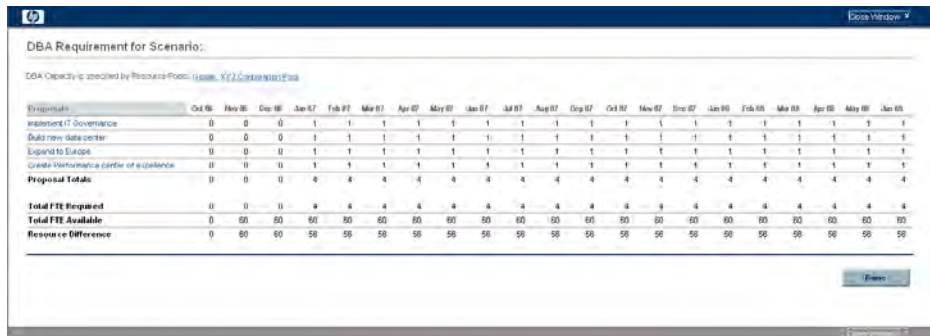
Any resource shortfalls are indicated in parentheses and red.

Figure 4-11. Scenario Details page, Role Availability tab



If you click the arrow to the right of any of the role names, a drill-down page for that role appears, showing where the requirement for that particular role exists, categorized by proposals, projects, and assets. See [Figure 4-12](#).

Figure 4-12. Role requirement drill-down page



Running Scenario Optimizations

You can run an optimization program (optimizer) that determines the best set of lifecycle entities (proposals, projects, and assets) to include and exclude from all the lifecycle entities in an existing scenario comparison, in order to maximize one of the following as an objective:

- **NPV.** NPV is collective net present value for the lifecycle entities that the optimizer selects. For a definition of NPV, see [Net Present Value \(NPV\) on page 106](#).
- **Total Score.** Total Score is the collective Total Score for the lifecycle entities that the optimizer selects. For information about how the Total Score for a lifecycle entity is calculated, see [Determining Portfolio Scores on page 37](#).
- **Value.** Value is the collective Value Rating for the lifecycle entities that the optimizer selects. For information about how the Value Rating for a lifecycle entity is calculated, see [Determining Portfolio Scores on page 37](#).

Optimization uses the scenario comparison interface, and you can specify separate optimization criteria for one, two, or all three scenarios in a scenario comparison. Any scenario has only one optimization result for a given set of optimization criteria you specify, as described in the following section. Within one scenario comparison, you might want to optimize different scenarios for different performance objectives or different optimization criteria.

Running a New Scenario Optimization

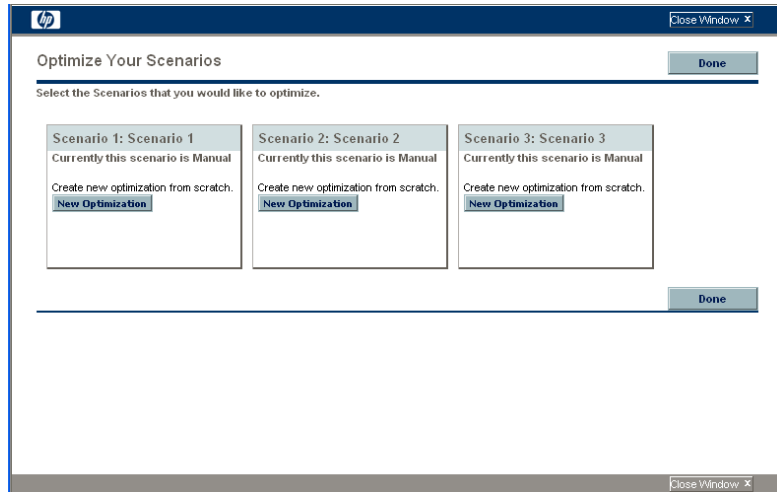


When an optimization is run for any particular scenario, the results overwrite any previous manual specification (using checkboxes) as to which lifecycle entities in the scenario comparison are to be included and excluded in that scenario. If you want to preserve the original scenario you plan to optimize, copy the scenario comparison and rename that scenario. See [Copying a Scenario Comparison on page 75](#) and [Changing the Name of a Scenario on page 76](#).

To run a new scenario optimization:

1. Open the scenario comparison that includes the set of lifecycle entities you want to make available for the optimization. See [Listing and Viewing Scenario Comparisons on page 65](#).
2. In the **Scenario Details** section of the Scenario Comparison page, click **Optimize Scenarios**.

The Optimize Your Scenarios window opens.



3. To configure the optimization parameters for one or more scenarios:
 - a. Click **New Optimization** for the scenario that you want to optimize.

The first Optimize Scenario window (of two) appears.

- b. Specify which option you want to maximize as the objective of the optimization—NPV, Total Score, or Value.
- c. Specify the option to use the supply budget (if any), which might have been previously specified for this scenario comparison.
- d. Specify the option to use the indicated resource pools (if any), which were previously specified for this scenario comparison as part of the optimization constraints.
- e. (Optional) To specify the highest average **Risk Rating** to allow for the lifecycle entities the optimizer will choose, select the checkbox and specify a value in the stated range for the **Average Risk must stay below** field. (For a definition of **Risk Rating**, see *Determining Portfolio Scores* on page 37.)
- f. (Optional) To specify the lowest average **Value Rating** to allow for the lifecycle entities the optimizer will choose, select the checkbox and specify a value in the stated range for the **Average Value must stay above** field. (For a definition of **Value Rating**, see *Determining Portfolio Scores* on page 37.)

- g. (Optional) To specify the highest average **Custom Field** value to allow for the lifecycle entities the optimizer will choose, select the **Custom Field Value** checkbox, select the **Average Custom Field must stay below** option, and specify a value in the stated range.

To specify the lowest average **Custom Field** value to allow for the lifecycle entities the optimizer will choose, select the **Custom Field Value** checkbox, select the **Average Custom Field must stay above** option, and specify a value in the stated range.

- h. (Optional) To specify the minimum percentage of budget to be allocated to various business objectives:

- i. Select the **Business Objective Mix** checkbox.
- ii. Select a business objective from the **Business Objective** list that appears, and specify its minimum budget percentage in the **% Mix** field. To specify percentages for other business objectives in the list, if any, click **Add a Business Objective** and repeat this step.

You need not specify minimum percentages for all of the business objectives—regardless of whether you specify a percentage for a particular business objective, the optimizer can select lifecycle entities that use the business objective if the lifecycle entities meet all your other constraints.

The total of the percentages for the business objectives you specify must be 95% or less.

- i. (Optional) To specify the minimum percentage of budget to be allocated to various project classes:
 - i. Select the **Project Class Mix** checkbox.
 - ii. Select a project class from the **Project Class** list that appears, and specify its minimum budget percentage in the **% Mix** field. To specify percentages for other project classes in the list, if any, click **Add a Project Class** and repeat this step.

You need not specify minimum percentages for all of the project classes—regardless of whether you specify a percentage for a particular project class, the optimizer can select lifecycle entities that use the project class if the lifecycle entities meet all your other constraints.

The total of the percentages for the project classes you specify must be 95% or less.

- j. (Optional) To specify the minimum percentage of budget to be allocated to various asset classes:
 - i. Select the **Asset Class Mix** checkbox.
 - ii. Select an asset class from the **Asset Class** list that appears, and specify its minimum budget percentage in the **% Mix** field. To specify percentages for other asset classes in the list, if any, click **Add an Asset Class** and repeat this step.

You need not specify minimum percentages for all of the asset classes—regardless of whether you specify a percentage for a particular asset class, the optimizer can select lifecycle entities that use the asset class if the lifecycle entities meet all your other constraints.

The total of the percentages for the asset classes you specify must be 95% or less.

- k. Click **Next**.

The second Optimize Scenario window (of two) appears, listing all the lifecycle entities in the scenario comparison.

Required?	Name Δ	Allow new start date?	Phase	Business Unit	Total Cost	Total Benefit	Total Resources (person months)	Score
<input type="checkbox"/>	Build new data center		Proposal	Corporate	\$79,000	\$255,000	24	47
<input type="checkbox"/>	Build new office building	<input checked="" type="checkbox"/>	Proposal		\$135,000	\$260,000	24	42
<input type="checkbox"/>	CIO's pet project	<input checked="" type="checkbox"/>	Proposal	Corporate	\$117,000	\$267,000	24	33
<input type="checkbox"/>	Create Performance center of excellence	<input checked="" type="checkbox"/>	Proposal	Corporate	\$90,000	\$258,000	24	63
<input type="checkbox"/>	Expand to China	<input checked="" type="checkbox"/>	Proposal	Corporate	\$107,000	\$261,000	24	38
<input type="checkbox"/>	Expand to Europe	<input checked="" type="checkbox"/>	Proposal	Corporate	\$95,000	\$263,000	24	43
<input type="checkbox"/>	Implement PPM	<input checked="" type="checkbox"/>	Proposal	Corporate	\$85,000	\$261,000	24	110
<input type="checkbox"/>	Implement Paperless Office	<input checked="" type="checkbox"/>	Proposal	Corporate	\$214,000	\$203,000	24	(43)
<input type="checkbox"/>	Maintain CRM	<input checked="" type="checkbox"/>	Proposal	Corporate	\$186,000	\$242,000	24	30
<input type="checkbox"/>	Maintain SOX compliance	<input checked="" type="checkbox"/>	Proposal	Corporate	\$153,000	\$200,000	24	9
<input type="checkbox"/>	Streamline Supply Chain	<input checked="" type="checkbox"/>	Proposal	Corporate	\$105,000	\$249,000	24	37
<input type="checkbox"/>	Upgrade DB Version	<input checked="" type="checkbox"/>	Proposal	Corporate	\$120,000	\$250,000	24	31
<input type="checkbox"/>	Wireless access for customers	<input checked="" type="checkbox"/>	Proposal	Corporate	\$120,000	\$247,000	24	49

- l. Use the checkboxes in the **Required?** column to specify which lifecycle entities you insist must be included in the scenario optimization, regardless of the effect of including them on maximizing the performance objective.

Regardless of your selections for the **Required?** column, if any of the scenario comparison's listed lifecycle entities specify any dependencies on any other listed lifecycle entities, the selections of the optimizer will adhere to those dependencies. In other words, the optimizer will prevent any dependency violations. However, the optimizer does not consider dependencies of lifecycle entities in the scenario comparison list upon lifecycle entities that are not in the list at all.

- m. Use the checkboxes in the **Allow new start date?** column to specify which of the proposals and projects that have not been started you will allow the optimizer to delay starting if doing so improves performance for the objective you chose. The optimizer always considers delays in increments of one month, up to six months.

If the planned start date for a proposal or project is in the past, that proposal or project does not have the option to allow you to delay its start date. Assets do not have the option.



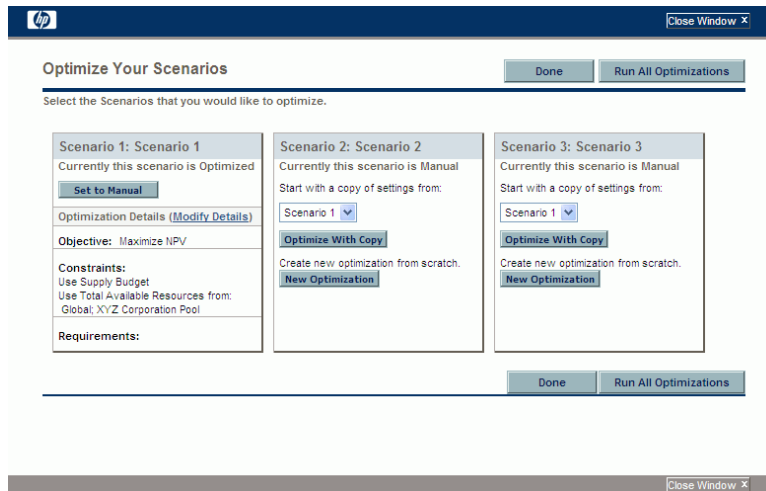
If the optimization delays the planned start dates for any lifecycle entities, the scenario reflects those delays, which are indicated by orange outlines around those lifecycle entities in the scenario's **Timeline** tab on the Scenario Details page. However, if you want to make the changes permanent, you must open the lifecycle entities themselves and change their start dates.

- n. Click **Done** to close the second Optimize Scenario window and save the optimization settings.



The optimization does *not* run yet.

The Optimize Your Scenarios window reappears with new options.



- o. In this window, do one of the following:
 - For the scenario whose optimization parameters you specified, click **Set to Manual** to return the scenario to manual control with no optimization parameter settings after all.
 - For the scenario whose optimization parameters you specified, click the **Modify Details** link to change the optimization parameters.

- For a scenario that is Manual (a scenario that is not optimized and says **Currently this scenario is Manual**), a list of the optimized scenarios is available. Select one scenario from the list and click **Optimize With Copy** to copy that scenario's optimization parameters. Then you can revise the parameters to obtain a different optimization.
- For a scenario that is Manual, click **New Optimization** to specify a new set of optimization parameters for that scenario.
- Click **Done** to close the Optimize Your Scenarios window and refresh the browser for the Scenario Comparison page. You can view your optimization criteria on the **Optimization Details** tab that is added to the Scenario Details page for individual scenarios (described in detail later in this section).

The optimizations have still not been run. You can click the scenario name to open a window that allows you to run the scenario's optimization.

- Click **Run All Optimizations** to run the optimizer against all the scenarios for which you specified optimization parameters. This is the only way to run the scenario optimization. Continue with [step 4](#).



If you specify optimization parameters for a particular scenario but you do not actually run the optimization, the **Scenario Content** section of the Scenario Comparison page appears similar to [Figure 4-13](#), but the scenario's link indicates that the scenario is "Optimized - Not Run" and the selection of read-only check marks reflects previous manual selections.

4. The optimizer can take a considerable amount of time to run, depending on the amount of data it must process. A progress bar is displayed for each scenario that is being optimized.

When the calculations are completed, the **View Scenario Comparison** button appears.



If no combination of lifecycle entities can meet the set of constraints you specified, the optimizer cannot find a feasible solution. In this case, specify constraints that are less restrictive and run the optimization again.

5. Click **View Scenario Comparison**.

The scenario comparison appears again, with optimization results available.

You can review the following optimization results:

- In the **Scenario Content** section of the Scenario Comparison page, all the checkboxes for all the lifecycle entities of the optimized scenarios are replaced by read-only check marks or blank areas. These indicate, respectively, the optimizer’s inclusion or exclusion of each lifecycle entity in the optimized scenarios, in keeping with the optimization criteria (including required lifecycle entities) you specified in [step 3 on page 85](#) and any previously specified dependencies among the lifecycle entities in the scenario comparison. The order of the lifecycle entities (rows) is not changed. See [Figure 4-13](#).

Figure 4-13. Scenario Content for an optimized scenario

Item #	Phase	Business Unit	Total Cost	Total Benefit	Total Resources (per son months)	NPV	Custom Value	Score	Scenario
1	Build new data center	Corporate	\$79,000	\$255,000	24	\$176,000	10	47	Scenario 1
2	Build new office building	Corporate	\$195,000	\$280,000	24	\$88,148	0	42	Scenario 1
3	IT's net project	Corporate	\$117,000	\$267,000	24	\$150,000	0	33	Scenario 1
4	Create Performance center of excellence	Corporate	\$80,000	\$288,000	24	\$188,000	0	63	Scenario 1
5	Expand In China	Corporate	\$107,000	\$261,000	24	\$154,000	0	38	Scenario 1
6	Expand to Europe	Corporate	\$95,000	\$262,000	24	\$160,000	0	43	Scenario 1
7	Improve IT Governance	Corporate	\$85,000	\$261,000	24	\$176,000	0	110	Scenario 1
8	Improve IT Performance Office	Corporate	\$214,000	\$203,000	24	(\$11,000)	0	(49)	Scenario 1
9	Maintain CRM	Corporate	\$186,000	\$242,000	24	\$56,000	0	30	Scenario 1
10	Maintain SOC compliance	Corporate	\$183,000	\$200,000	24	\$17,000	0	9	Scenario 1
11	Streamline Supply Chain	Corporate	\$105,000	\$249,000	24	\$144,000	0	37	Scenario 1
12	Upgrade DB Vendors	Corporate	\$120,000	\$280,000	24	\$130,000	0	31	Scenario 1
13	Wireless access for customers	Corporate	\$120,000	\$247,000	24	\$127,000	0	49	Scenario 1

- The data for the optimized scenarios are changed in the graphs on all the tabs of the Scenario Comparison page to reflect the lifecycle entities chosen by the optimizer according to your criteria.

In particular, if you have previously generated the efficient frontier graph on the **Efficient Frontier** tab (see [Efficient Frontier Tab on page 57](#)), the graph shows data points for all three scenarios of the scenario comparison, regardless of whether you optimized all the scenarios. (The graph also shows the criteria you specified to generate the efficient frontier.)

If the criteria for generating the efficient frontier and the optimized scenario were the same, the optimized scenario's data point should be on the efficient frontier curve. For more information about the positions of the scenario data points relative to the efficient frontier curve, see *Efficient Frontier Tab* on page 57.

- For each optimized scenario, wherever you allowed the optimizer to delay lifecycle entity start dates, the **Timeline** tab of the Scenario Details page is changed to reflect any such delays, as indicated by orange outlines around those lifecycle entities. (As with any scenario comparison, the start dates in the lifecycle entities themselves must be updated manually.)
- Lifecycle entities that the optimization excludes from the scenario are shown in the **Timeline** tab in the same manner as lifecycle entities excluded in manually specified scenario comparisons.
- Data on the **Role Availability** tab of the Scenario Details page for each optimized scenario changes to reflect the optimization results.
- On the **Optimization Details** tab of the Scenario Details page, the list of lifecycle entities is changed to include only the lifecycle entities identified by the optimization. The entities are sorted from highest to lowest value of the optimization objective, such as NPV, indicating their relative leverage in the optimization toward maximizing your objective. The list also shows which lifecycle entities you specified as being required in the optimization. See *Figure 4-14*.

The **Optimization Details** tab displays the criteria you specified in [step b on page 86](#) through [step j on page 88](#). It also displays the optimizer's "actual" (calculated) percentages for all the defined types of business objectives, project classes, and asset classes. These percentages adhere to any minimum values you specified in [step h on page 87](#) through [step j on page 88](#).

Figure 4-14. Optimization Details tab after scenario optimization

Scenario Details: Scenario 1 (Optimized)

Scenario Name: Scenario 1

Comparison Name: Corporate Planning Scenarios

Description:

Start Period: October 2006 Finish Period: June 2008

Calculate **Total Budget** for comparison from Supply Budget

Calculate **Total Available Resources** for comparison from the following Resource Pools: Global, XYZ Corporation Pool

Optimization Details (Modify Details)

Objective: Maximize NPV

Constraints: Use Supply Budget , Use Total Available Resources

Requirements:

Name	Phase	Required?	HPV	Risk	Value	Score	Custom Field Value
Implement PPM	Proposal	N	176,000	0	110	110	0
Expand to Europe	Proposal	N	168,000	12	55	43	0
Create Performance center of excellence	Proposal	N	168,000	9	72	63	0
Expand to China	Proposal	N	154,000	17	55	38	0
CIO's pet project	Proposal	N	150,000	17	50	33	0
Streamline Supply Chain	Proposal	N	144,000	20	57	37	0
Upgrade DB Version	Proposal	N	130,000	19	50	31	0

You can change the optimization criteria for this scenario (see *Changing an Existing Optimization*).

Changing an Existing Optimization



If you want to preserve an existing optimization and its criteria rather than changing them, first copy the optimization and then revise the copy as described in [Copying an Existing Optimization](#).

To modify and run an existing optimization:

1. Open the scenario comparison that has the optimized scenario you want to change. See [Listing and Viewing Scenario Comparisons](#) on page 65.
2. In the **Scenario Details** section of the Scenario Comparison page, click **Optimize Scenarios**.

The Optimize Your Scenarios window opens.

3. Click the **Modify Details** link for the optimized scenario you want to modify.
4. Revise the criteria on the two Optimize Scenario windows as desired. Start at [step b](#) on page 86.

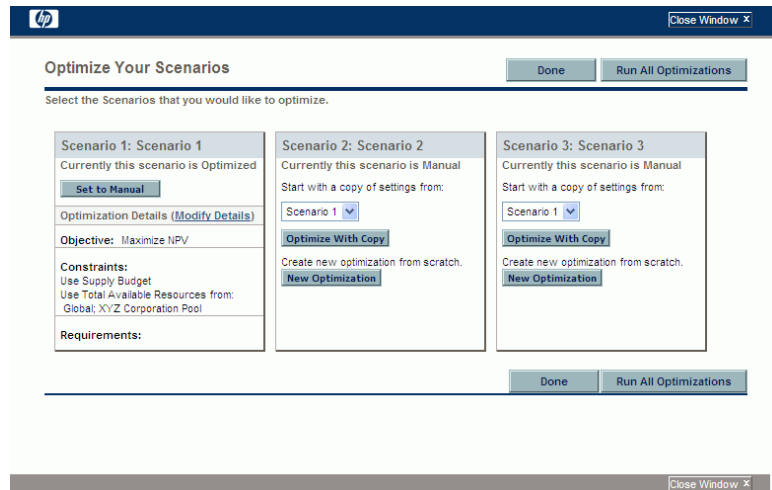
Copying an Existing Optimization

While preserving the criteria used to generate an existing optimization, you might want to copy and revise the criteria and rerun the optimization to determine the effect of the different criteria. Perform this procedure to replace one of the scenarios that has not been optimized in the scenario comparison.

To copy and revise an existing optimization:

1. Open the scenario comparison that includes an optimized scenario and the scenario you want to optimize. See *Listing and Viewing Scenario Comparisons* on page 65.
2. In the **Scenario Details** section of the Scenario Comparison page, click **Optimize Scenarios**.

The Optimize Your Scenarios window opens.



The scenarios in the scenario comparison that have not been optimized (the scenarios that say **Currently this scenario is Manual**) include a list of the scenarios that have been optimized and an **Optimize With Copy** button.

3. In one of the scenarios that has not been optimized (one you are willing to replace), select a previously optimized scenario from the drop-down list as the one to copy, and click **Optimize With Copy**.

The previous optimization criteria are copied and the copy is available to revise for the scenario to be optimized.

4. Revise the criteria on the two Optimize Scenario windows as desired. Start at [step b on page 86](#).

Changing the Content of an Optimized Scenario

You cannot directly edit an optimized scenario. However, to address new considerations, you can make the optimized scenario editable by clicking **Set to Manual** for that scenario on the Optimize Your Scenarios page. The lifecycle entity selections the optimizer made for this scenario become the defaults and serve as the basis for editing.

The **Optimization Details** tab for the scenario is no longer applicable and is removed.

Configuring Access Rights for Scenario Comparisons

Access to scenario comparisons and optimization is controlled primarily through access grants set by administrators in security group definitions. Users are linked to access grants through the security groups to which the users belong. For more information on access grants and security groups for scenario comparisons, see the *Security Model Guide and Reference* and the *HP Portfolio Management Configuration Guide*.

In addition, you can specify access rights for a list of users who can view a scenario comparison you created, edit its basic information, edit its contents, edit its security, or delete it, if the users have the appropriate system-level access grants.

The following sections describe how to provide users with view and edit access rights, using the scenario comparison's Configure Access page.

Configuring View Access for Users

To configure a list of users who can view a scenario comparison:

1. Open the scenario comparison whose access you want to revise. See [Listing and Viewing Scenario Comparisons on page 65](#).

If you have permission to modify access to the scenario comparison, the **Configure Access** button at the top of the Scenario Comparison page is enabled.

2. Click **Configure Access**.

The Configure Access page for the selected scenario comparison opens. Users who are on the list in the **View Access** section on the left side of the window can view this scenario comparison.

View Access			Additional Editing Access			
Username	First Name	Last Name	Edit Basic Information	Edit Contents	Edit Security	Delete this Comparison
<input type="checkbox"/> djones	David	Jones	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

3. To add a user or group of users to the list:
 - a. Select a user or group of users from the **Give Access to Username** list. Use the icon to the right of the text box and, in the window that opens, click the names of the desired users in the **Available** column to move those names to the **Selected** column.
 - b. Click **Add**.

The users you added to the Configure Access page can view the scenario comparison.
4. To remove a user or group of users from the list so the user(s) no longer have view access to the scenario comparison:
 - a. Select the checkboxes to the left of their names (or click **Check All**).
 - b. Click **Remove**.
5. On the Configure Access page, click **Save**.

To configure the editing capabilities of users on the list, see [Configuring Edit Access for Existing Users](#).

Configuring Edit Access for Existing Users

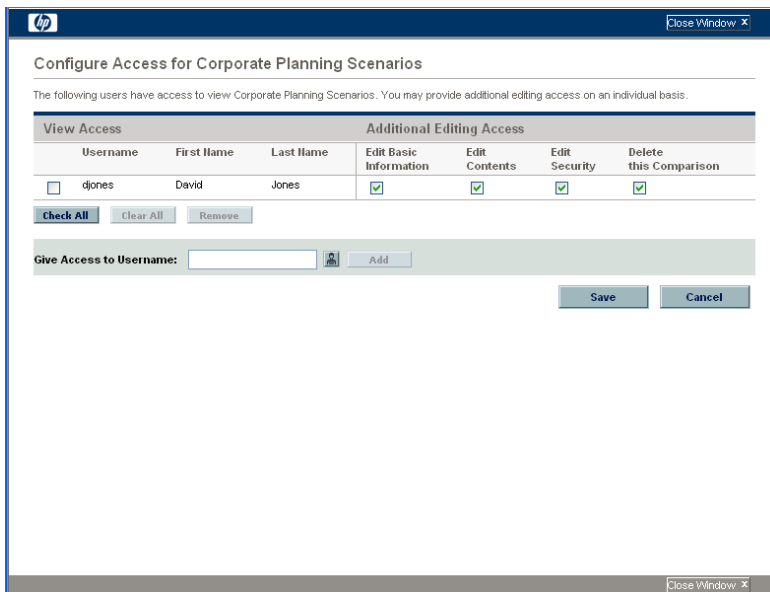
To configure which users have which editing capabilities for a scenario comparison:

1. Open the scenario comparison whose access you want to revise. See [Listing and Viewing Scenario Comparisons on page 65](#).

If you have permission to modify access to the scenario comparison, the **Configure Access** button at the top of the Scenario Comparison page is enabled.

2. Click **Configure Access**.

The Configure Access page for the selected scenario comparison opens. Users who are on the list in the **View Access** section on the left side of the window can view this scenario comparison.



The following table lists the editing fields you can specify for each user in the **Additional Editing Access** section on the right side of the Configure Access page.

Field Name	Description
Edit Basic Information	Allows the user to edit the basic information fields in the top section of the Scenario Comparison page. Does <i>not</i> give access to edit the Scenario Content section. See Changing a Scenario Comparison's Basic Information on page 68 .
Edit Contents	Allows the user to edit the Scenario Content section of the Scenario Comparison page. Does <i>not</i> give access to edit the basic information fields in the top section.
Edit Security	Allows the user to use the Configure Access page to edit viewing or security for the scenario comparison.
Delete this Comparison	Allows the user to delete the scenario comparison.

3. Configure each user's editing options for this scenario comparison by selecting and deselecting the options (checkboxes) as needed.
4. Click **Save**.

Using Scenario Comparison Portlets

HP Portfolio Management provides portlets that are based on scenario comparisons. You can add these portlets to your PPM Dashboard. Among other filter criteria, you select one scenario comparison, and in most cases one of its scenarios, for use in the portlet. You can create adjacent portlets that use different filter criteria for the same scenario, or that use different scenarios you select from the same or different scenario comparisons.

For example, *Figure 4-15* shows two Budget by Asset Class portlets comparing two scenarios from the same scenario comparison. (The portlet titles were manually edited to distinguish the scenarios as First Plan and Second Plan.)

Figure 4-15. Budget by Asset Class portlets comparing different scenarios

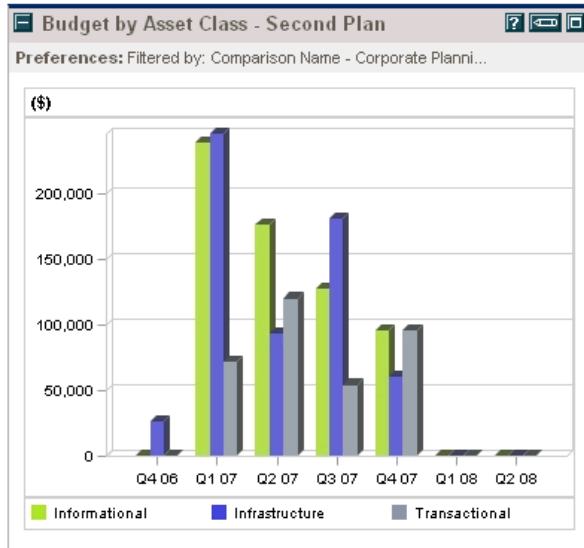
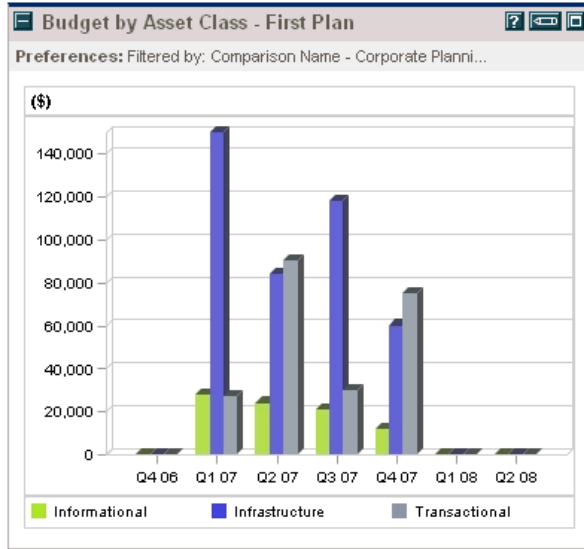


Table 4-1 describes the available scenario comparison portlets.

Table 4-1. Scenario comparison portlets (page 1 of 2)

Portlet	Description
Budget by Asset Class	Similar to the graph in the Scenario Comparison page's Budget by Asset Class tab, but for only one scenario you select from a scenario comparison. See Budget By Asset Class Tab on page 54 . Displays a bar chart with adjacent bars (one for each asset class) representing the budget for each period.
Budget by Business Objective	Similar to the graph in the Scenario Comparison page's Budget by Business Objective tab, but for only one scenario you select from a scenario comparison. See Budget By Business Objective Tab on page 56 . Displays a bar chart with adjacent bars (one for each business objective) representing the budget for each period.
Budget by Project Class	Similar to the graph in the Scenario Comparison page's Budget by Project Class tab, but for only one scenario you select from a scenario comparison. See Budget By Project Class Tab on page 55 . Displays a bar chart with adjacent bars (one for each project class) representing the budget for each period.
Budget Summary	Similar to the graph in the Scenario Comparison page's Budget Summary tab, but for only one scenario you select from a scenario comparison. See Budget Summary Tab on page 52 . Displays capital expense and operating expense in a stacked bar chart.
Cost Benefit Analysis	Similar to the graph in the Scenario Comparison page's Cost Benefit tab, but for only one scenario you select from a scenario comparison. See Cost Benefit Tab on page 53 . Displays a bar chart depicting the expected cost and the expected benefit per period.
Current Portfolio Map	See Viewing the Portfolio with the Current Portfolio Map Portlet on page 39 .

Table 4-1. Scenario comparison portlets (page 2 of 2)

Portlet	Description
Portfolio by <Category>	See Viewing Portfolio Data with Portfolio By <Category> Portlets on page 40.
Total Budget	Similar to the Cost Plan graph in the Scenario Comparison page's Overview tab. See Overview Tab on page 50 . Shows the total budget each scenario will consume per period, along with the supply budget (if specified).
Total Resource	Similar to the Resource Plan graph in the Scenario Comparison page's Overview tab. See Overview Tab on page 50 . Shows the total resource demand of each scenario per period, along with the total available resources (if specified).

For information about other portlets in the Portfolio Management, Financial Management, and other categories, see the *HP-Supplied Entities Guide*.

A Financial Metrics

Total Nominal Return

Monthly planned and actual nominal return are based on monthly planned and actual costs and benefits. The nominal return for any particular month is the difference between the benefit total for that month and the cost total for that month:

$$\text{Nominal Return} = \text{Benefit} - \text{Cost}$$

The **Nominal Return** and **Total Nominal Return** fields used in financial summaries and scenario comparisons are calculated from planned and actual costs and benefits over all the months that have any data. To determine *total* costs and *total* benefits over the entire time range, monthly contributions are based on values for each individual month, as follows:

- **For each previous month**, actual cost is used wherever it has been reported, that is, wherever the value is not blank or zero, otherwise forecast cost is used. Similarly, actual benefit is used wherever it has been reported, otherwise forecast benefit is used.
- **For the current month**, the *higher* of forecast and actual costs is used. Similarly, the *higher* of forecast and actual benefits is used.
- **For each future month**, forecast costs and forecast benefits are used.

These monthly amounts are summed to determine total benefits and total costs, and total nominal return is the difference:

$$\text{Total Nominal Return} = \text{Total Benefits} - \text{Total Costs}$$

Net Present Value (NPV)

Net present value (NPV) is total nominal return, discounted to its current value, based on a specified discount rate and the time allowed for the nominal return to be realized.

NPV is based on the financial summary. NPV is calculated using actual and forecast costs and benefits from all the months of the financial summary as described in *Total Nominal Return*.

For any *particular future* month:

$$\text{NPV} = (\text{Nominal Return}) / (1 + i/12)^n$$

where

n represents the number of periods (months) from the current month.

Nominal Return is calculated for month n as described in *Total Nominal Return*.

i represents the annual discount rate. For example, if the **Discount Rate** field (which by default is disabled) is specified as 6 to represent a 6% annual rate, the formula uses 0.06 for the value of i, then divides that by 12 to reflect the 12 months in a year.

PPM Center computes and reports *total* NPV, which is the sum of these values for all months—previous, current, and future—using each month’s particular Nominal Return.

NPV for past and current months is meaningful for projects that are underway.

Only future months are discounted. Previous and current months use their Nominal Return values in calculating the sum.

Example of a Future Project

For example, consider a four-month future project that has forecast benefits and costs as shown in *Table A-1* and an annual discount rate of 6%, equivalent to a monthly rate of 0.5% or .005.

Table A-1. Example for NPV calculation

Month	Forecast Benefit	Forecast Cost	Forecast Benefit – Forecast Cost (Forecast Nominal Return)
May 2009	\$100,000	\$90,000	\$10,000
June 2009	\$120,000	\$90,000	\$30,000
July 2009	\$140,000	\$40,000	\$100,000
August 2009	\$140,000	\$5,000	\$135,000

As of March 2009, two months before the project starts, the total NPV is the sum of the following amounts (rounding off to the nearest dollar):

- $\$10,000 / (1.005)^2 = \$9,901$ for May
- $\$30,000 / (1.005)^3 = \$29,554$ for June
- $\$100,000 / (1.005)^4 = \$98,025$ for July
- $\$135,000 / (1.005)^5 = \$131,675$ for August

For this example, the total NPV is \$269,155.

The total forecast nominal return for the four project months is \$275,000.

Example of a Project That Is Underway

Now consider the same example when the current month (month 0) is June and the project is underway. Assume that the actual value for Benefit – Cost was as forecast for May and that, thus far in June, actual costs and actual benefits are lower than forecast costs and forecast benefits, so that the forecast data is used for June. Then, as of June, the total NPV is the sum of the following amounts (rounding off to the nearest dollar):

- \$10,000 for May
- \$30,000 for June
- $\$100,000 / (1.005)^1 = \$99,502$ for July
- $\$135,000 / (1.005)^2 = \$133,660$ for August

For this example, the total NPV is \$273,162.

Index

A

Access Control List (ACL)

See access rights.

access grants

scenario comparison, **97**

access rights

scenario comparison, **97**

analyzing

portfolios, **29**

common analyses, **31**

portfolio scores, **37**

using portlets, **38**

assets, **20**

creating, **20**

creating assets from projects, **20**

creating assets from scratch, **22**

B

bubble chart of portfolio, **29**

Budget By Asset Class tab in a scenario comparison, **54**

Budget By Business Objective tab in a scenario comparison, **56**

Budget By Project Class tab in a scenario comparison, **55**

Budget Summary tab in a scenario comparison, **52**

building a portfolio, **13**

business objectives

changing in Portfolio Management, **28**

creating and linking in Portfolio Management, **26**

C

changing

business objectives, **28**

optimization settings for a scenario, **95**

optimized scenarios, **97**

scenario comparison

content, **70**

details, **68**

scenario names, **76**

scenarios, **76**

configuring

cost roll-up to financial summary

from staffing profile to planned labor costs for lifecycle entity, **25**

copying

scenario comparisons, **75**

scenario optimizations, **96**

Cost Benefit tab in a scenario comparison, **53**

creating

assets, **20**

from projects, **20**

from scratch, **22**

business objectives, **26**

projects, **16**

from proposals, **17**

from scratch, **19**

- proposals, **14**
- scenario comparisons, **44**
- staffing profiles, **25**

D

- deleting
 - scenario comparisons, **75**
- discount rate for calculation of NPV, **106**

E

- Efficient Frontier graph
 - generating, **60**
 - understanding, **57**
- Efficient Frontier tab in a scenario comparison, **57**

F

- financial metrics
 - definitions of nominal return and net present value (NPV), **105**

L

- lifecycle entities, **9, 13, 29, 43**
 - assets, **20**
 - See also* assets.
 - projects, **16**
 - See also* projects.
 - proposals, **14**
 - See also* proposals.
- linking in Portfolio Management
 - business objectives to entities, **26**

M

- managing
 - scenario comparisons
 - See* scenario comparisons.
- metrics, financial
 - See* financial metrics.

N

- net present value, **106**
- nominal return, **105**
- NPV (net present value), **106**

O

- objective, performance
 - portfolio optimization, **57**
 - scenario optimization, **84**
- objectives, business
 - See* business objectives.
- Optimization Details tab of Scenario Details, **93**
- optimization, portfolio, **57**
 - performance objective, **57**
 - results, **57**
- optimization, scenario, **84**
 - changing an optimized scenario, **97**
 - changing optimization settings, **95**
 - copying an existing optimization, **96**
 - performance objective, **84**
 - results, **92**
- Overview tab in a scenario comparison, **50**

P

- performance objective
 - portfolio optimization, **57**
 - scenario optimization, **84**
- PFM - Asset request
 - See* assets.
- PFM - Project request
 - See* projects.
- PFM - Proposal request
 - See* proposals.
- portfolio, **9**
 - analysis, **31**
 - building, **13**
 - optimization
 - See* optimization, portfolio.

- scores, [37](#)
 - viewing, [29](#)
 - Portfolio Management, [9](#)
 - analyzing a portfolio, [31](#)
 - building a portfolio, [13](#)
 - creating and linking business objectives, [26](#)
 - portfolio scores, [37](#)
 - portlets
 - Current Portfolio Map, [39](#)
 - Portfolio By Category, [40](#)
 - scenario comparisons, [101](#)
 - scenario comparisons
 - See* scenario comparisons.
 - viewing portfolio, [29](#)
 - what-if analysis, [43](#)
 - portfolio optimization
 - See* optimization, portfolio.
 - portlets
 - Current Portfolio Map, [39](#)
 - Portfolio By Category, [40](#)
 - scenario comparisons, [101](#)
 - projects, [16](#)
 - creating, [16](#)
 - creating assets from projects, [20](#)
 - creating projects from proposals, [17](#)
 - creating projects from scratch, [19](#)
 - proposals, [14](#)
 - creating, [14](#)
 - creating projects from proposals, [17](#)
- R**
- Risk Ratings for portfolio scores, [37](#)
 - Role Availability tab of Scenario Details, [82](#)
- S**
- Scenario Comparison page, [47](#)
 - Budget By Asset Class tab, [54](#)
 - Budget By Business Objective tab, [56](#)
 - Budget By Project Class tab, [55](#)
 - Budget Summary tab, [52](#)
 - Cost Benefit tab, [53](#)
 - Efficient Frontier tab, [57](#)
 - example, [46](#)
 - Overview tab, [50](#)
 - scenario comparisons, [44](#)
 - See also* Scenario Comparison page.
 - access grants, [97](#)
 - access rights, [97](#)
 - changing, [64](#)
 - changing content, [70](#)
 - changing details, [68](#)
 - copying, [75](#)
 - creating, [44](#)
 - deleting, [75](#)
 - listing, [65](#)
 - portlets, [101](#)
 - results, [50](#)
 - security, [97](#)
 - selecting, [65](#)
 - viewing, [64](#)
 - Scenario Details
 - Optimization Details tab, [93](#)
 - Role Availability tab, [82](#)
 - Timeline tab, [78](#)
 - scenario names, changing, [76](#)
 - scenario optimization
 - See* optimization, scenario.
 - scenarios
 - adjusting start dates for entities
 - automatically using optimization, [89](#)
 - manually, [78](#)
 - changing, [76](#)
 - changing an optimized scenario, [97](#)
 - creating
 - See* scenario comparisons.
 - viewing details of an entity, [80](#)
 - scores, portfolio, [37](#)
 - security
 - scenario comparison, [97](#)
 - staffing profiles, [24](#)
 - creating and linking to lifecycle entities, [25](#)
 - start dates for scenario entities, adjusting
 - automatically using optimization, [89](#)

manually, **78**

T

Timeline tab of Scenario Details, **78**

total nominal return, **105**

V

Value Ratings for portfolio scores, **37**

viewing

 portfolio, **29**

 scenario comparisons, **64**

W

what-if analysis, **43**

 creating a scenario comparison, **44**

 using scenario comparison results, **50**