

HP IT Executive Scorecard

For the Windows® operating system

Software Version: 9.40

Financial Analyst User Guide

Document Release Date: June 2013

Software Release Date: June 2013



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 Notice

© Copyright 2007-2013 Hewlett-Packard Development Company, L.P.

Trademark Notices

- Adobe® and Acrobat® are trademarks of Adobe Systems Incorporated.
- AMD and the AMD Arrow symbol are trademarks of Advanced Micro Devices, Inc.
- Google™ and Google Maps™ are trademarks of Google Inc.
- Intel®, Itanium®, Pentium®, and Intel® Xeon® are trademarks of Intel Corporation in the U.S. and other countries.
- Java is a registered trademark of Oracle and/or its affiliates.
- Microsoft®, Windows®, Windows NT®, Windows® XP, Windows Vista® and SQL Server® are U.S. registered trademarks of Microsoft Corporation.
- Oracle is a registered trademark of Oracle Corporation and/or its affiliates.

Documentation Updates

The title page of this document 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:

<http://h20230.www2.hp.com/selfsolve/manuals>

This site requires that you register for an HP Passport and sign in. To register for an HP Passport ID, go to:

<http://h20229.www2.hp.com/passport-registration.html>

Or click the **New users - please register** link on the HP Passport login page.

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

Visit the HP Software Support Online web site at:

<http://www.hp.com/go/hpsoftwaresupport>

This web site provides contact information and details about the products, services, and support that HP Software offers.

HP Software online support provides customer self-solve capabilities. It provides a fast and efficient way to access interactive technical support tools needed to manage your business. As a valued support customer, you can benefit by using the support web 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 register for an HP Passport ID, go to:

<http://h20229.www2.hp.com/passport-registration.html>

To find more information about access levels, go to:

http://h20230.www2.hp.com/new_access_levels.jsp

Disclaimer for PDF Version of Online Help

This document is a PDF version of the online help. This PDF file is provided so you can easily print multiple topics from the help information or read the online help in PDF format.

Note: Some topics do not convert properly to PDF, causing format problems. Some elements of online help are completely removed from the PDF version. Those problem topics can be successfully printed from within the online help.

Contents

Contents	6
Getting Started with Financial Planning and Analysis	7
ITFM Financial Terms (Glossary)	11
Allocation Management	14
Allocation Scenario	19
Allocation Stages	28
Allocation Rules	31
Metric Allocation or Allocation Using Excel or .CSV Files	39
Budget Management	44
Create Budgets	53
Enter Budget Data for a Cost Center or Mark Cost Center Completed	59
Consolidated Budget	64
Cost Explorer	69
View the Financial Performance of Your Organization	80
We appreciate your feedback!	82

Getting Started with Financial Planning and Analysis

IT Financial Management (ITFM) helps organizations make IT financial decisions by reducing the effort involved with managing IT finance and giving business the financial transparency it demands. ITFM does this by consolidating and allocating planned and actual costs from HP Asset Manager and HP Project and Portfolio Management, as well as alternate data sources to help IT manage those costs more effectively.

With pre-built data integration, data cleansing, and a central repository for cost information, ITFM helps organizations reduce the effort involved in transforming cost and budget data into easy to understand cost information. It provides meaningful information to business, accounting, and IT management stakeholders with pre-built reports and ad hoc analysis. ITFM supports financial management process improvement by providing visibility into process effectiveness and efficiency.

ITFM provides a complete business intelligence platform with ITIL-based analytics and dashboards that show process and financial performance trends. ITFM augments this platform with an allocation engine for planned and actual costs, a rules engine to calculate monetary business impact of incidents and changes, and an optimization engine to simulate changes to factors under IT's control.

By supporting numerous IT cost dimensions, ITFM provides the informational needs of IT management, accounting, and business leaders to help them make investment and IT decisions and to look for trends in IT cost drivers and budget variance.

ITFM includes several ways to analyze the allocation results. For financial analysts, ITFM offers a streamlined interface called Cost Explorer that helps the analyst answer ad hoc questions quickly. For business users and IT management, ITFM offers out-of-box analytics that show important financial data concerning entities such as organizations and business services. ITFM also offers a dashboard that helps users quickly identify IT financial areas that require attention.

To access:

Do one of the following:

- Click the **Finance** tab to access the Allocation Management, Budget Management, and Cost Explorer categories.
- Close all tabs to display the Dashboard, and select one of the relevant pages.

Learn More

Benefits

ITFM includes the following benefits:

- It speeds analysis of cost drivers and variance to plan.
- It supports multi-dimensional analysis of planned and actual costs with a dedicated analytical

interface for IT Financial Analysts.

- It offers business-focused analytics that provide standard views of IT financial performance.

Components

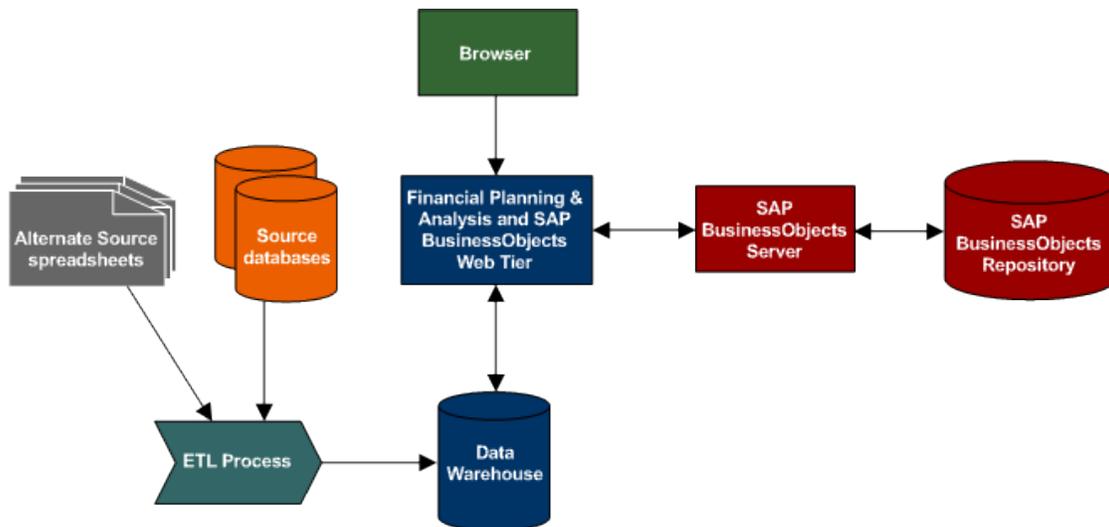
The IT Financial Management components include:

- **Allocation Management:** You can create multiple “what-if” allocation scenarios and use the results to compare budget versions against actual costs and budget objectives. The allocation tool enables you to create scenarios that transform cost and budget data into meaningful cost information. This component helps you enrich the information by relating costs to areas that are meaningful to the business.
- **Budget Management:** The ITFM budgeting feature enables IT finance managers to plan a budget by their cost categories for their Cost Centers for various time frames with a different granularities.
- **Cost Explorer:** The ITFM Cost Explorer allows your IT finance and cost analysts to systematically explore cost variance by organization, business service, application, program, project, cost center, and cost category, as well as other dimensions. By slicing and filtering data across multiple dimensions, analysts can gain new insight into what is driving costs, where the largest variance to plan is taking place, and why the variance might be happening.
- **Dashboard pages and reports:** The Dashboard pages and reports let your IT executives view planned versus actual performance for IT overall, by customer, by IT organization, by service, and by program. Your IT executives may also see the areas with the highest variance to help them focus their management attention. Through Web Intelligence analytics, your IT executives can see daily updates on planned versus actual performance. Users can modify the out-of-box analytics as necessary to support the specific cost analysis needs of their organization. Your IT executives can also perform ad hoc analysis of cost data to answer less common questions while knowing that the data they are seeing is consistent across all users.
- **Integration with HP Asset Manager (AM) software, HP Project and Portfolio Management (PPM) software:** Out-of-box integrations with AM and PPM make gathering cost data more efficient. Integration processes keep the data current.

Architecture

The IT Financial Management internal components enable you to define data driven scenarios that predict the result of business decisions. They depend on SAP® Business Objects, which is an enterprise business intelligence solution that interacts directly with IT Financial Management to summarize data in reports or display it in management dashboards.

SAP® BusinessObjects Data Services is the Extract, Transform, and Load (ETL) tool that extracts data from your data sources to populate the data warehouse.



Allocation Engine

The allocation engine is a process that communicates with the IT Financial Management web application. It provides status information about your allocations when you make changes to stages or rules. It selects costs, updates relationships, and splits costs across the data model.

By using allocation scenarios, stages, and rules, financial analysts can allocate the costs to compare planned versus actual costs and use the results for proper cost and budget management.

Tasks

Getting Started

The Data Warehouse enables the IT Financial Management application to receive data from the HP Asset Manager, HP Project and Portfolio Management, HP Business Service Management, HP Service Manager data sources.

To get started with IT Financial Management:

1. Learn about the capabilities and functionality of IT Financial Management.
2. Install and configure the application with the relevant license. For details, see *IT Executive Scorecard Release Notes*.
3. Set up the correct roles and permissions. For details, see [Users and Roles](#) in the *Administrator Guide*.
4. Understand the assumptions for actual cost allocation and planned cost allocation.
5. Create, in Allocation management, an allocation scenario for planned costs and actual costs and enrich the information around the costs using rules. For details, see "[Allocation Management](#)" on page 14.

6. Transfer the allocation scenario to Cost Explorer to perform a multi-dimensional cost analysis where you can change the analytics and perform scenarios. For details, see ["Cost Explorer" on page 69](#).
7. Transfer and finalize, in Budget management, the budget for your organization. For details, see ["Budget Management" on page 44](#).
8. View the financial performance of your organization. For details, see ["View the Financial Performance of Your Organization" on page 80](#).

ITFM Financial Terms (Glossary)

A

ABC

Audit, Balance, and Control (ABC) is an application that triggers the ETL processes. Audit ensures consistency during ETL processing. It measures the number of records in and the number of records out for each step and displays these runtime statistics in a collection of audit reports. Balance verifies that data in the data warehouse matches data in the source system. For example, if the data warehouse stores project dollar amounts then the balance process verifies that the aggregate project dollars in the data warehouse matches the aggregate project dollars in the source application data. Control governs ETL processes. Control makes sure that there is a proper restart and recovery when a system error occurs. Control also manages job dependencies at runtime.

Activity Based Costing (ABC)

The ABC methodology assigns an organization's resource costs through activities to the products and services provided to its customers.

Actual Spend

The amount of resources/funds that have been used for a given period of time.

Allocation

Assign an item to single cost or budget unit. Allocations enables organizations to compare planned and actual costs by these perspectives to better manage the business. Cost allocation enriches the information by relating costs to areas that are meaningful to the business. It distributes costs across the business model.

B

Balance Sheet

A firm's financial statement that provides a picture of its assets, debts, and net worth at a specific time .

Budget

An estimation of the expenses over a specified future period of time.

C

Capital Expenditures (CAPEX)

Funds used to buy or upgrade physical assets such as the purchase of property or equipment.

Chargeback

Chargeback allows organizations to charge for business services or IT services.

D

Dimension

An entity that describes, qualifies, or otherwise adds meaning to the measurements (facts) that business users want to analyze.

Discretionary Expenditure

Money for things you want but don't need.

E

ETL (Extract Transform Load)

E - The extract process extracts delta data from the source systems and writes it to delimited flat files on the file system. The data warehouse uses the Change Data Capture (CDC) technique for extracting data from the source tables. T - During the transformation process, ITFM transforms data into the format of the target tables and populates the load-ready target staging tables. The Transformation layer contains load-ready tables that match the internal structure of the data warehouse target tables. L - The load process adds new records, updates existing records, and flags deleted records in the data warehouse target layer fact and dimension tables.

M

Measure

A value collected by the executable during execution, such as the number of rows processed during an ETL job, or an amount extracted from a table that describes expenses in a source application. The ABC application does not make any assumptions about the business tasks performed by the executable or impose any semantic requirements on computed measure values. The ABC application provides an interface for the executable to store measures. The ABC reports provide drill down capabilities into the stored measures.

Metadata

Agreed-upon definitions and business rules stored in a centralized repository to ensure that business users use common terminology for key business terms.

Metric

A framework to establish and collect measurements of success or failure on a regulated, timed basis that can be audited and verified.

Multi-Dimensional

The aggregation of data by the dimensions of the business. For example, sales by region by product by time.

N**Non-discretionary Expenditure**

Essential costs that cannot be eliminated without disrupting operations.

NPV (Net Present Value)

A measurement of all future cash flow (revenue - costs) that will be derived from a particular investment, minus the cost of the investment.

O**Operational Expenditure (OPEX)**

The ongoing cost for running a product, business, or system, such as the cost of research and development.

P**P&L (Profit and Loss Statement)**

A financial statement that summarizes the revenues, costs and expenses incurred during a specific period of time - usually a fiscal quarter or year. These records provide information that shows the ability of a company to generate profit by increasing revenue and reducing costs. The P&L statement is also known as a "statement of profit and loss", an "income statement" or an "income and expense statement". Read more:
<http://www.investopedia.com/terms/p/plstatement.asp#ixzz1kR6STAM6>

Plan

The approved budget amounts for a specified future period of time.

S**Showback**

Showback does not charge, but shows an organization how much it costs to deliver the services that they are consuming. (Bill of IT Services)

V**Variance**

A measure of the dispersion of a set of data points around their mean value. For example, cost variance is the difference between the planned cost and the actual cost of a project.

Allocation Management

As a Financial Analyst, you can use the allocation tool to enrich the cost-related data with additional information from the different databases and to create scenarios that transform cost and budget data into meaningful cost information. The scenarios use data gathered from HP Asset Manager and HP Project and Portfolio Management. You can also manage various budgets and cost objectives using the Allocation tool.

Learn More

Assumptions

In IT Financial Management, allocations are based on predefined assumptions and the business rules of your organization. Actual and planned cost allocations include these common assumptions:

- You need to access the details related to the cost to properly understand the semantics of the cost to be allocated. For example, if a cost is related to an asset, you need access to the fields on that asset record to help determine the proper allocation. ITFM provides most of the needed information.
- Costs are not aggregated prior to allocation. Instead, costs are allocated at the lowest level of granularity possible, using aggregation later in the process.
- Allocation rules are not used to generate transactions.
- Costs are brought into the data warehouse in a local currency and an exchange rate converts the local currency into a reference currency.
- Costs that span multiple dates should be broken down into smaller periods, at least monthly, prior to allocation.
- You allocate an actual cost for one of these reasons:
 - To enrich the cost by adding a 1:1 relationship to the cost, resulting in a 100% allocation.
or
 - To distribute the cost by splitting it across two or more relationships, resulting in a partial allocation.

This table compares the differences between actual cost allocation and planned cost allocation.

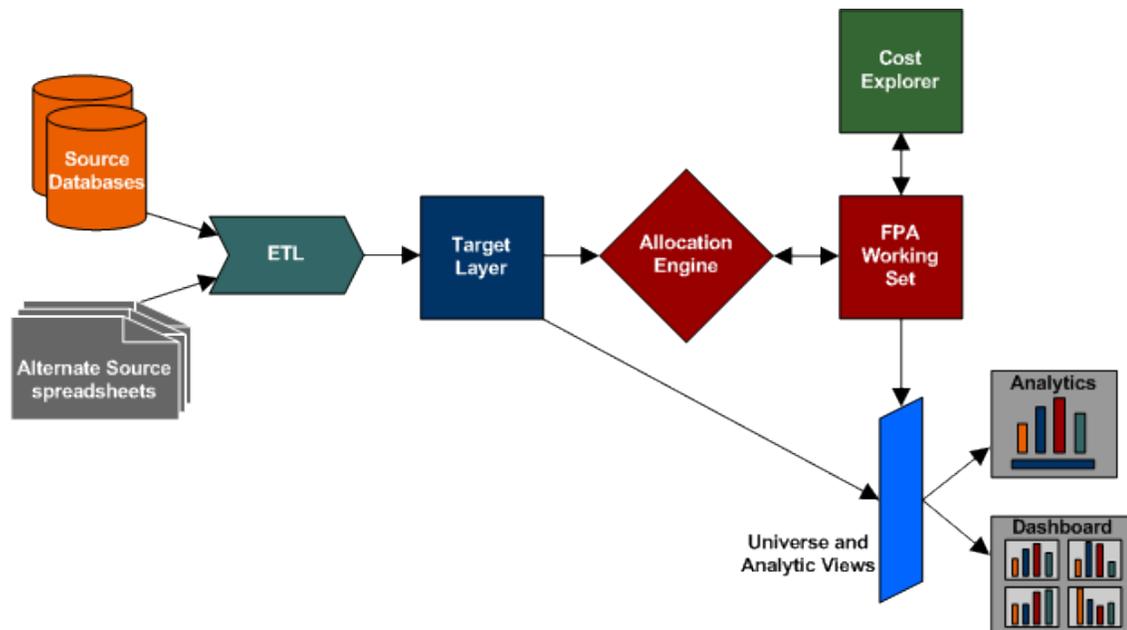
Actual Cost Allocation	Planned Cost Allocation
<p>All actual costs are related to a cost type/category.</p> <p>For details on the supported cost types, see "Allocation Management" on the previous page.</p> <p>For details on the supported cost categories, see "Allocation Management" on the previous page.</p>	<p>Planned costs may be related to a budget.</p>
<p>You want to perform bulk allocations rather than allocate each cost individually. The best way is to specify criteria that are used to select a set of costs and to establish what kind of allocation to apply to that set of costs.</p>	<p>You want to perform individual allocations rather than allocate costs in bulk.</p>
<p>This release of ITFM explicitly supports a cash flow view of costs.</p>	<p>Planned costs represent aggregated estimates of future costs and the main purpose of the allocation is to break down those aggregates to the same level the actual costs are aggregated through actual cost allocation.</p>
<p>Actual costs are associated with a single date. Using this date, the cost is associated with a financial period.</p>	<p>Planned costs are associated with a financial period.</p>

ITFM data

When you install the IT Financial Management component, it uses data extracted from one or more of these applications:

- HP Asset Manager
- HP Project and Portfolio Management
- Alternate source spreadsheets

The following diagram shows the data flows that ITFM uses.



The source data is regularly refreshed by data warehouse extract, transform, and load (ETL) processes.

For more information about running ETL jobs, see [ETL Management and Monitoring](#) in the *Administrator Guide*.

Cost Data Model

The IT Financial Management cost data model is a complex star schema with two layers. It consists of a Cost fact table with related dimensions that include relationships. It is based on the Finance Management context. For details, see [Financial Management Context](#) in the *Financial Analyst Guide*.

Define allocations

1. From the main menu bar, click **Finance > Allocation management**.
2. Define an allocation scenario.
3. View, define, add, or modify the allocation stages. For details, see "[Allocation Stages](#)" on page 28.
4. Define the allocation rules. For details, see "[Allocation Rules](#)" on page 31.
5. View in Cost Explorer. Only allocations with Completed status are available in Cost Explorer. For details, see "[Cost Explorer](#)" on page 69.

Open an Allocation Management scenario in Cost Explorer

1. Click **Finance > Allocation Management**.
2. Select the relevant scenario in **List of Scenario**. The scenario status must be **Completed**.
3. Click **Test in Cost Explorer**.

The Cost Explorer page opens in context. You can now view and analyze the scenario.

4. Click **Back to Allocation** to return to the Allocation Management page in context.

For details about Cost Explorer, see "[Cost Explorer](#)" on page 69.

Allocation Scenario

An allocation scenario describes what planned and actual IT cost information you want to analyze.

You can add a scenario, or modify or delete an existing scenario. You can then add allocation stages to the scenario, define allocation rules, publish the results and view the results in Cost Explorer.

To access:

Select **Finance > Allocation management**.

Learn More

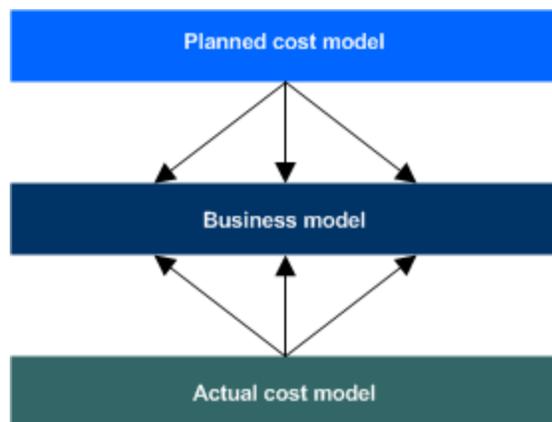
Learn About Allocation Scenarios

An allocation scenario represents the "scenario" (or a "what if") of a full flow of allocation of budget – from receiving the pool and until allocating all the amount. Each scenario is a standalone demonstration of cost allocation.

An allocation scenario is a tool that enables you to analyze planned costs and actual costs by categorizing them. You can use categorized costs to compare planned (budgeted) costs to the actual costs.

Organizations need to know where they spend money and what areas of the organization are driving costs. Costs can be viewed from different perspectives, such as by IT department or programs. The allocation feature uses these different perspectives to enables organizations to compare planned and actual costs and to better manage the business.

Cost allocation enriches the information by relating costs to areas that are meaningful to the business. It distributes costs across the business model.



For example, a Financial Analyst wants to create views of planned vs. actual cost by IT department, Program, and Application. These views are collected from asset management and project management data source systems.

As an organization collects cost information in asset management and project management systems, those costs are related to areas that are meaningful to the business, such as projects or

organizations. The relationships established in these systems are often insufficient to meet the needs of IT financial management processes.

To meet IT's financial management needs, costs must usually be enhanced with more information. These enhancements can be adding a relationship to a cost that does not currently exist, or relating a portion of the cost to more than one dimension (for example, splitting the cost 70% to one organization and 30% to another organization). This process is called cost allocation.

IT Financial Management uses a method of allocating costs to create new records that reflect changes that the organization would like to make without altering the original cost records. ITFM uses Allocation Rules to select which cost records to change and to specify how the new cost records will look.

Often, the organization needs to change the cost records through a series of steps to reach the desired level of detail. This series of steps could involve hundreds of rules. To help organizations manage their Allocation Rules, IT Financial Management groups rules into Allocation Stages. These stages help the organization systematically transform the original costs into an enriched set of costs. The organization can use the result of this process in its analysis of planned and actual costs.

The allocation process is a way of using a set of assumptions to transform the way costs are distributed among business entities. Organizations can apply different sets of assumptions to the same set of costs, creating different results. An organization may want to compare the assumptions or they may have different sets of assumptions to support different analysis purposes. To support these needs, IT Financial Management enables users to create Allocation Scenarios. Each scenario encodes a set of assumptions and produces a set of results that can be analyzed independently of other allocation results.

A well-developed Allocation Scenario includes assumptions for both planned costs and actual costs. By relating both types of costs to the same lists of relationships, an organization can analyze performance to budget and better understand cost drivers. IT Financial Management includes several ways to analyze the allocation results. For financial analysts, IT Financial Management offers a streamlined interface called Cost Explorer that helps the analyst answer ad hoc questions quickly. For business users and IT management, ITFM offers out-of-box analytics that show important financial data concerning dimensions like organizations and business services. IT Financial Management also offers a dashboard that helps users quickly identify IT financial areas that require attention.

Scenarios contain allocation stages, such as cost centers or organizations, to help you enhance the cost information. You can further enrich the data with allocation rules that uses existing records without changing the original data, and assigns them to the relevant dimensions. The sequence of the allocation stages and allocation rules determines how the allocation engine calculates the data.

Tasks

Main task: ["Allocation Management" on page 14](#)

This section includes:

["Use-Case Scenario" on the facing page](#)

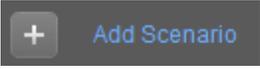
["Add an Allocation Scenario" on the facing page](#)

Use-Case Scenario

For details see, [Use Case - ITFM - Create an Allocation Scenario](#) in the *Getting Started with IT Executive Scorecard*

Add an Allocation Scenario

1. In the main toolbar, click **Finance > Allocation management**.

2. In the Allocation Management page left pane, click . The button is a dark grey rectangle with a white plus sign in a circle on the left and the text 'Add Scenario' in blue on the right.

3. Enter a unique scenario name and the relevant information in the right pane. For details, see ["Allocation Management Page" below](#).

Example: By using a metric based allocation, a company can track the IT cost for maintaining an email Business Service for an organization, over a specified period. The financial analyst considers these factors:

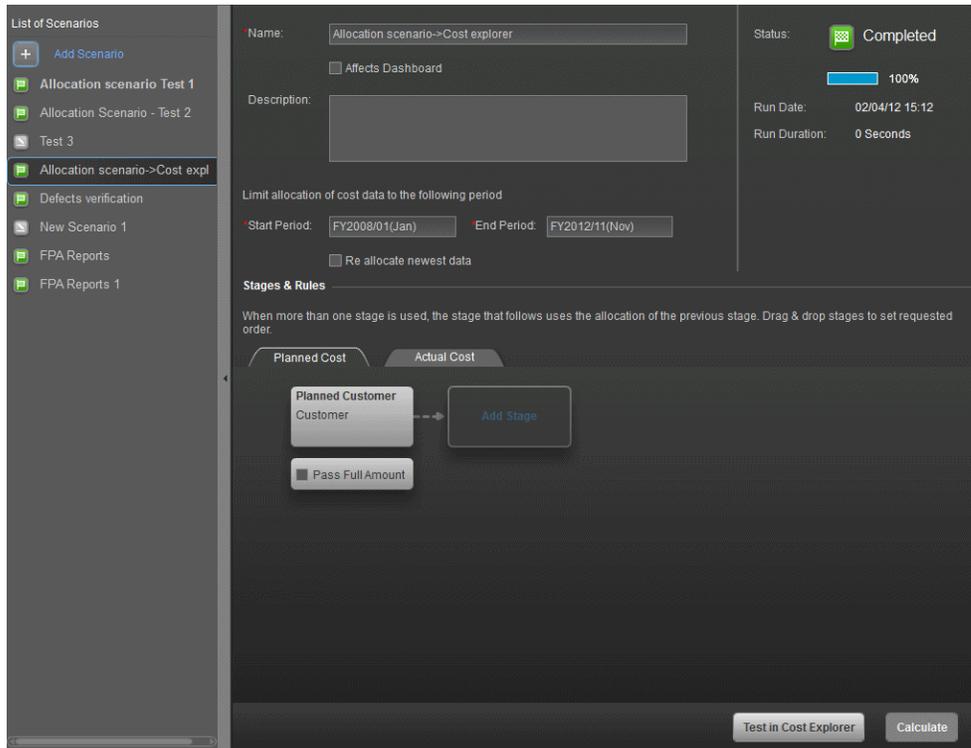
- Everyone in the company uses an email service.
- People are grouped in organizations.
- Organizational headcounts vary from period to period.
- IT provides email as one of its Business Services to all organizations in the company.
- IT tracks the cost for maintaining this email service for each fiscal period (month)
- IT wants to distribute costs for this Business Service across all organizations based on their headcount.

The analyst defines the allocation scenario and date range. A stage in the scenario targets the organization. Within the stage, the analyst defines a rule to find all costs that are associated with the email service and distributes the costs using the metric values of headcount.

UI Description

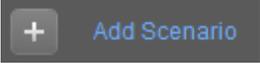
Allocation Management Page

Note: When in Executive Scorecard, you navigate to another tab and then return to the Finance tab, the display is not automatically refreshed. To refresh the display, click the Allocation Management, Budget Management, or Cost Explorer tab.



List of Scenarios

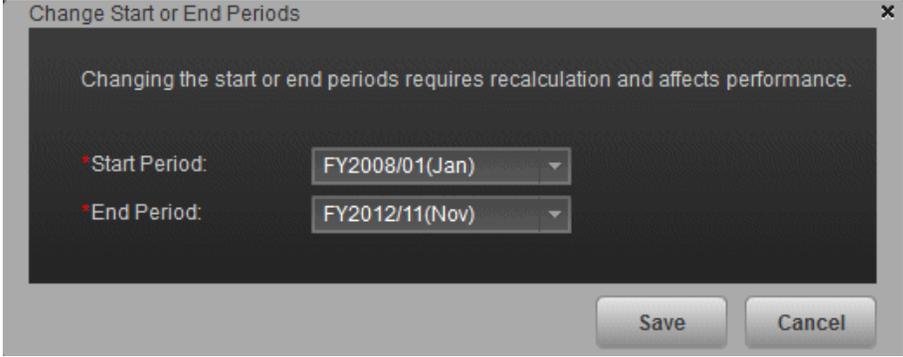
User interface elements are described below (when relevant, unlabeled elements are shown in angle brackets>):

UI Element	Description
	Click to add a new scenario to the list. This enables you to enter details into the scenario pane.
	Delete <Scenario> . Move the mouse pointer over the scenario name, and click the button to delete the selected scenario from the list.
	Indicates that the scenario status is Complete .
	Indicates that the scenario status is Draft .
	Indicates that the scenario status is Running .
	Indicates that the scenario status is Error .

Scenario Pane

User interface elements are described below (when relevant, unlabeled elements are shown in angle brackets>):

UI Element	Description
Name	<p>The name of the scenario.</p> <p>The default scenario is automatically displayed when the Allocation Management page opens.</p>
Affects Dashboard	<p>Select to make the current allocation scenario the scenario that affects the Dashboard display.</p> <p>When you select the option, you must confirm that you want the current scenario to be the scenario that affects the Dashboard display. Once you have confirmed, the Calculate button is enabled and you can click it to perform the recalculation of the ITFM KPIs using the KPI engine so that the new values can be displayed in the Dashboard. This enables you to calculate the effect of the current allocation scenario on the Financial Summary report as soon as the scenario status is completed. The effect on the Dashboard is available only after you update the Start Period and End Period fields. For details, see Financial Summary Page in the <i>XS Reports Reference Guide</i>.</p> <div style="background-color: #f0f0f0; padding: 10px; margin: 10px 0;"> <p>Tip: The Dashboard reports display data based on the default allocation scenario (the scenario that is assigned the Affects Dashboard option). Before a scenario is assigned the option, or after the option has been removed from the current default scenario (meaning that there is no default scenario), the Dashboard reports display data that is based on raw data obtained from Data Warehouse.</p> </div> <p>Clicking the Calculate button means that the KPI Engine performs a recalculation that affects the performance.</p>
Description	Enter a description of the scenario.

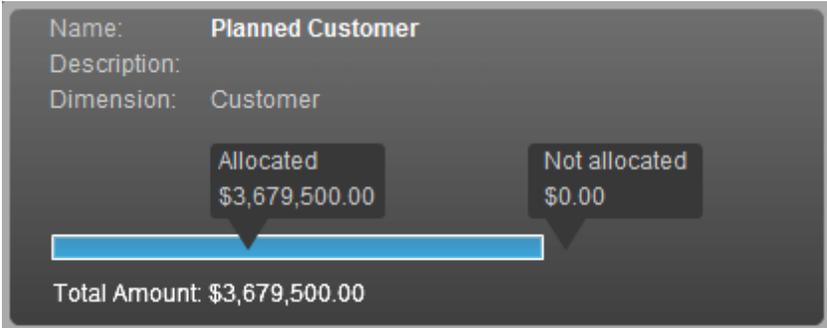
UI Element	Description
<p>Change Start or End Periods</p>	<p>Select the allocation period for the specific scenario as follows:</p> <p>Start Period. The start date (month and year) of the allocation period.</p> <p>End Period. The end date of the allocation period. This is relevant only for the calculation performed by the allocation engine.</p> <p>When you click on the Start or the End boxes, the Change Start and End Periods dialog box opens where you can enter the information.</p> <p>Changing the start and the end of a period after an allocation has been set as Complete requires recalculation and has an impact on the performance.</p>  <p>Follow these guidelines when you select the start period:</p> <ul style="list-style-type: none"> • If the budget granularity is yearly, define the allocation scenario to start from the first month of the fiscal year. For example, the fiscal year starts April 2012, and the budget is defined for April 2012 till April 2013. In such a case, set the start period for the budget allocation scenario to April 2012. • If the budget granularity is quarterly, select the first month of the quarter when you want the budget allocation to start. • If the budget granularity is monthly, you can select any month.
<p>Reallocate newest data</p>	<p>Select to enable the allocation engine to recalculate the costs whenever new data arrives.</p> <p>Recalculation has an impact on the performance.</p>

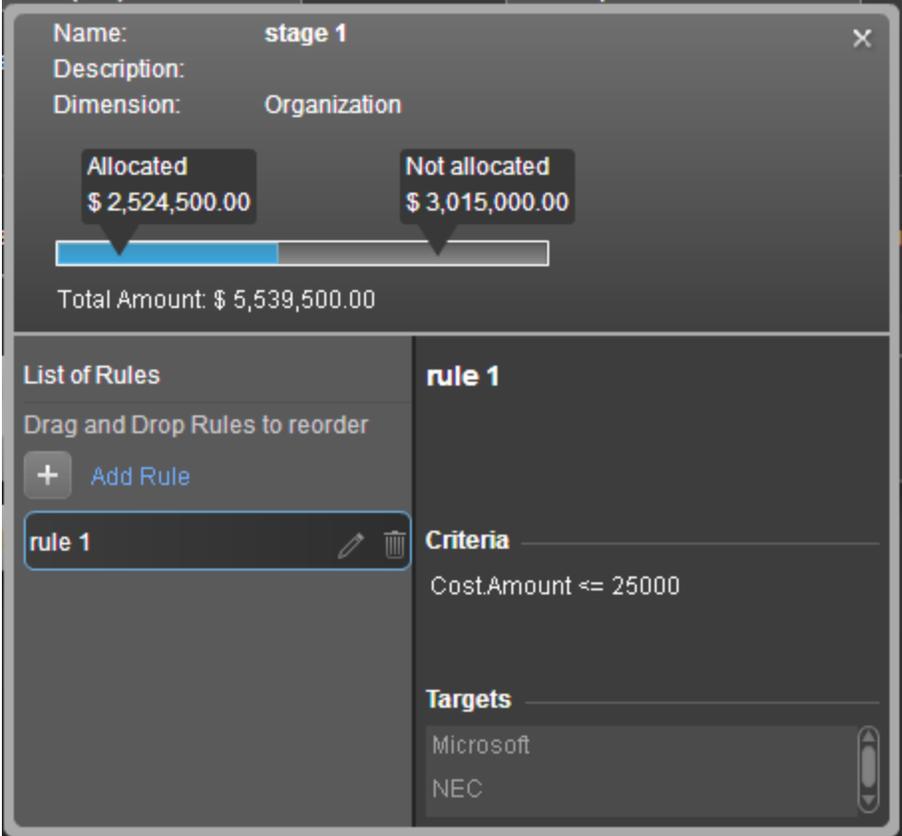
Status Pane

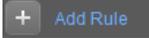
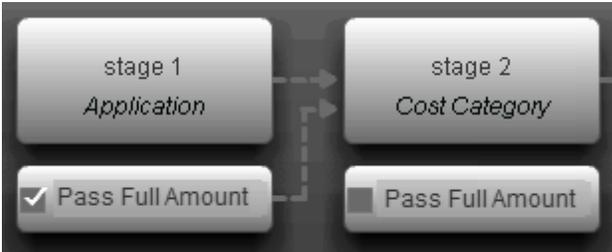
The Status pane indicates the status of the scenario: **Draft** , **Error** , **Running**  (when started but not completed), or **Completed** , the progress , the date the scenario was last run, and the duration of the run.

Stages & Rules Pane

User interface elements are described below (when relevant, unlabeled elements are shown in angle brackets>):

UI Element	Description
<p>Planned Cost Tab/ Actual Cost Tab</p>	<p>Displays the interconnected stages according to planned/actual cost mode.</p> <p>The Planned Cost tab helps you allocate planned costs (for example, you must purchase new computers for a future project planned by a specific department).</p> <p>The Actual Cost tab helps you allocate current costs (for example, you have purchased computers for a specific sum of money and these computers are assigned to several departments in the first quarter of the current fiscal year).</p> <p>The tab includes a description of the stages of the allocation:</p> 
<p><Tooltip></p>	<p>Move the mouse over the stage box to display a tooltip. For details about the information displayed in the tooltip, see <Stage Window> below.</p> 
<p>Add Stage</p>	<p>Opens the Add Stage window where you can add a new stage to the allocation scenario. For details, see "Allocation Stages" on page 28.</p>

UI Element	Description
<Stage Window>	<p data-bbox="428 338 1045 369">Click a stage name to open the specific stage window.</p>  <p data-bbox="428 1255 1378 1388">The top section provides a graphical display of the sum that remains to be allocated for the next stage. The number on the left above the graph represents the sum that is allocated in the current stage. The number on the right above the graph represents the sum that was not allocated in the current stage.</p> <p data-bbox="428 1413 1349 1476">The List of Rules section provides a list of available rules. You can do one of the following:</p> <ul data-bbox="428 1507 1349 1808" style="list-style-type: none"> <li data-bbox="428 1507 1349 1577">• Select one of the existing rule by clicking it. Its name, criteria, and targets are displayed in the right pane. <li data-bbox="428 1608 1349 1808">• Hover above the rule name to display the  Edit and  Delete buttons: <ul data-bbox="464 1650 1349 1808" style="list-style-type: none"> <li data-bbox="464 1650 1349 1713">▪ Click  to display the Rule Wizard where you can edit the rule. For details, see "Add Rule Wizard" on page 34. <li data-bbox="464 1745 1349 1808">▪ Click  to delete the rule. This action deletes the rule from this stage. The allocation engine recalculates the cost for the scenario.

UI Element	Description
	The right pane lists the rule that is used in the current stage and provides the rule description.
Add Rule	Add a rule by clicking the  button. The Add Rule wizard opens. For details, see "Add Rule Wizard" on page 34 .
Pass Full Amount	<p>Select this option to pass the total sum that was allocated in the previous stage to the next stage. The total sum includes the sum that was allocated in the previous stage as well as the sum that was not allocated in the previous stage. Arrows indicate that the costs have been passed.</p>  <p>If you do not select this option, only the sum that was allocated in the previous stage is passed to the next stage. The sum that was not allocated in the previous stage is discarded.</p> <p>Example: Stage 1 got an input of \$100.000. Stage 1 rules allocated successfully \$40.000. If Pass Full Amount is selected for Stage 1, the input sum for Stage 2 is \$100.000. If Pass Full Amount is not selected for Stage 1, the input sum for Stage 2 is \$40.000.</p>
Test in Cost Explorer	Click to view and configure the scenario in Cost Explorer. For details, see "Cost Explorer" on page 69 . The button is enabled only when the allocation status is Complete .
Calculate	Calculate the allocations.

Allocation Stages

An allocation stage enables you to enrich cost information by distributing costs across your business model. To allocate costs to a stage, you add allocation rules where you specify what criteria to include. Each stage uses the results of the previous stage. Once you have defined the scenario, you can add and configure stages for further financial allocation.

To access:

- To add a stage: click **Finance > Allocation management** and click **Add Stage** in the **Stages & Rules** area.
- To edit a stage: click **Finance > Allocation management** and click  for the relevant stage in the **Stages & Rules** area.

Tasks

Main task: ["Allocation Management" on page 14](#)

This section includes:

["View the List of Allocation Stages for the Scenario" below](#)

["Add an Allocation Stage to a Scenario" below](#)

["Reorder the Allocation Stages in a Scenario" on the next page](#)

View the List of Allocation Stages for the Scenario

1. In the main toolbar, click **Finance**.
2. In the page, click **Allocation management**.
3. Click the allocation scenario.
4. Click the **Planned Cost** or **Actual Cost** tab.
The allocation stages are displayed in a graphical format. For details, see ["Allocation Management Page" on page 21](#).

Add an Allocation Stage to a Scenario

You can add an allocation stage, such as cost centers or organizations, to help you enhance the cost information. You can further enrich the data with allocation rules that create new records without changing the original data. The sequence of the allocation stages and allocation rules determines how the allocation engine calculates the data.

1. In the main toolbar, click **Finance > Allocation management**.
2. Click the allocation scenario.
3. Click the **Planned Cost Stages** or **Actual Cost Stages** tab.

4. Click **Add Stage**. The Add Stage window opens. For details see ["Add/Edit Stage Dialog Box" below](#).
5. Enter the relevant information and click **Save**.
6. You can now add rules to the stage. For details, see ["Allocation Rules" on page 31](#).
7. Click **Save and Close** to return to the allocation scenario detail page to view the list of cost stages.

Reorder the Allocation Stages in a Scenario

1. In the main toolbar, click **Finance > Allocation management**.
2. Select the relevant allocation scenario.
3. Click the **Planned Cost Stages** or **Actual Cost Stages** tab.
4. Select the stage you want to move and drag it to its new location. For details, see ["Allocation Management Page" on page 21](#).
5. The allocation engine recalculates the cost based on the new order.

UI Description

Add/Edit Stage Dialog Box

Note: When in Executive Scorecard, you navigate to another tab and then return to the Finance tab, the display is not automatically refreshed. To refresh the display, click the Allocation Management, Budget Management, or Cost Explorer tab.

The screenshot shows a dialog box titled "Add Stage" with a close button (X) in the top right corner. The dialog contains three main input areas:

- Name:** A single-line text input field.
- Description:** A multi-line text input area.
- Dimension:** A drop-down menu.

 At the bottom of the dialog, there are two buttons: "Save" and "Cancel".

User interface elements are described below (when relevant, unlabeled elements are shown in angle brackets>):

UI Element	Description
Name	<p>Enter the name of the stage.</p> <p>The size of the box provides a visual representation of the budget that was allocated to the stage.</p> <p>You can drag and drop the stage boxes to reorder them.</p>
Description	Enter the description of the stage.
Dimension	<p>Select a dimension from the drop-down list.</p> <p>The list of dimensions and dimension properties is taken from the Target schema. The list of dimensions displayed in the Planned Cost and Actual Cost tabs is a subset of the dimensions and dimension properties of the Target Schema.</p> <div style="background-color: #f0f0f0; padding: 10px; border: 1px solid #ccc;"> <p>Note: You can use the default dimensions provided in the Finance tab to create your allocations and costs. You can also add your dimensions to the FinancialManagement context and base your allocations and costs on these dimensions. You can also rename the existing dimensions to better reflect your financial environment. These new dimensions or renamed dimensions are listed in this field. For details, see Integration with HP Project and Portfolio Management (PPM) and Impact on ITFM in the <i>Administrator Guide</i>.</p> </div>

Allocation Rules

After you define a scenario and allocation stages, allocation rules enable you to create a link between planned and actual costs to compare them.

To access:

Select **Finance > Allocation management** then click **Add Rule** in the specific stage window.

Learn More

Rules and Stages

The analyst can change the cost records by defining rules through a series of steps. To manage the Allocation Rules, ITFM groups rules into Allocation Stages. These stages transform the original costs into an enriched set of costs.

- Within a defined stage, the analyst creates a rule statement to define cost allocation rules. The first part of the rule statement, called source selection, involves defining the specific planned or actual cost to be allocated.
- The next part of the rule statement, called Targets, allocates the costs to a target area. The analyst can allocate to single or multiple dimensions.
- After the planned and actual stages and rules are defined, the Cost Explorer tool becomes available. Cost Explorer provides a multi-dimensional cost analysis where the analyst can drill down from summary views of planned and actual costs.

Allocation provides a way to analyze the cost data from different perspectives. By collecting the right information, organizations can manage their costs better.

You can add a rule as a placeholder in the stage without immediately defining the allocation criteria. The scenario remains in Draft mode until all rules are defined.

The system checks every 5 minutes for ETL processes that may load new data and then recalculates affected allocation scenarios.

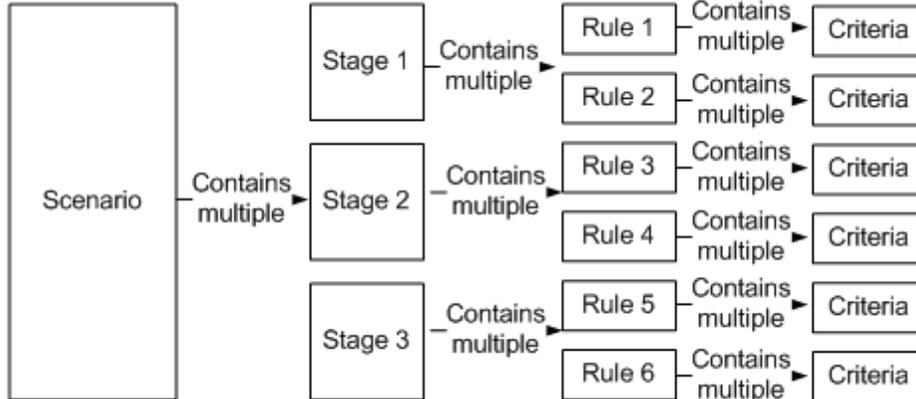
Criteria

A rule criteria specifies the conditions when the rule is to be applied.

An allocation rule is a group of criteria items allowing you to filter cost lines. A stage contains zero or more rules.

A criteria is the basic element of a rule and includes a certain dimension value item and its condition. For example, the criteria can be an Application name (aspect) equals "xs" (its condition).

A dimension represents a logical aspect of a certain project. For example: Budget or Customer.



Tasks

Main task: ["Allocation Management" on page 14](#)

This section includes:

["View an allocation stage allocation rules" below](#)

["Add an allocation rule to an allocation stage" below](#)

["Reorder allocation rules in a stage" on the facing page](#)

View an allocation stage allocation rules

1. In the main toolbar, click **Finance > Allocation management**.
2. Click the allocation scenario.
3. Click the **Planned Cost** or **Actual Cost** tab.

The allocation stages are displayed in a graphical format. For details, see ["Allocation Management Page" on page 21](#).

4. Click the relevant stage. The **<Stage Window>** dialog box opens. For details, see ["Allocation Management Page" on page 21](#).

You can view the list of rules used in the allocation stage in the List of Rules pane.

Add an allocation rule to an allocation stage

1. In the main toolbar, click **Finance > Allocation management**.
2. Click the allocation scenario.
3. Click the **Planned Cost** or **Actual Cost** tab.

The allocation stages are displayed in a graphical format. For details, see ["Allocation Management Page" on page 21](#).

4. Click the relevant stage. The **<Stage Window>** dialog box opens. For details, see ["Allocation Management Page" on page 21](#).

You can view the list of rules used in the allocation stage in the List of Rules pane.

5. In the List of Rules pane, click  **Add Rule**. The Add Rule wizard opens. Follow its instructions. For details, see ["Add Rule Wizard" on the next page](#).

Note: You can add a rule as a placeholder in the stage without defining the allocation criteria immediately. The scenario remains in Draft mode until all rules are defined.

6. Click **Next** until you get to the **Rule Criteria** wizard page.
7. Drag a property or a dimension from the **List of Dimension Properties** to the right pane. An operation box is displayed to the right.
8. Select the operation to be performed by the rule in the **<operation list>**. A value box opens to the right.
9. Enter the value in the **<value>** box. This box can display a list of values, if you selected a dimension with existing values, for example Application Name or Manager Name.
10. You can then either select another dimension and drag it to the right pane. A box is added to the right pane where you can select either **and** or **or** to enable you to select how you want to link the rule criterias, or you can click **Next** to define the rule target.
11. Click **Finish** to return to the Allocation Stage detail page to view the list of rules.

Reorder allocation rules in a stage

To reorder allocation rules in an allocation stage:

1. Click the allocation scenario.
2. Click the **Planned Cost** or **Actual Cost** tab.

The allocation stages are displayed in a graphical format. For details, see ["Allocation Management Page" on page 21](#).

3. Click the relevant stage. The **<Stage Window>** dialog box opens. For details, see ["Allocation Management Page" on page 21](#).

You can view the list of rules used in the allocation stage in the List of Rules pane.

4. Click the rule you want to move and drag it to the new location.

UI Description

Add Rule Wizard

Note: When in Executive Scorecard, you navigate to another tab and then return to the Finance tab, the display is not automatically refreshed. To refresh the display, click the Allocation Management, Budget Management, or Cost Explorer tab.

The Add Rule wizard enables you to add allocation rules that create new records without changing the original data. The sequence of the allocation stages and allocation rules determines how the allocation engine calculates the data.

Wizard Map

["Rule General Details Page" below](#) > ["Rule Criteria Page" on the facing page](#) > ["Rule Target Page" on page 36](#)

Rule General Details Page

Allocation rules enable you to create a link between planned and actual costs to compare them. The allocation rule interface helps you build valid rules quickly and easily.

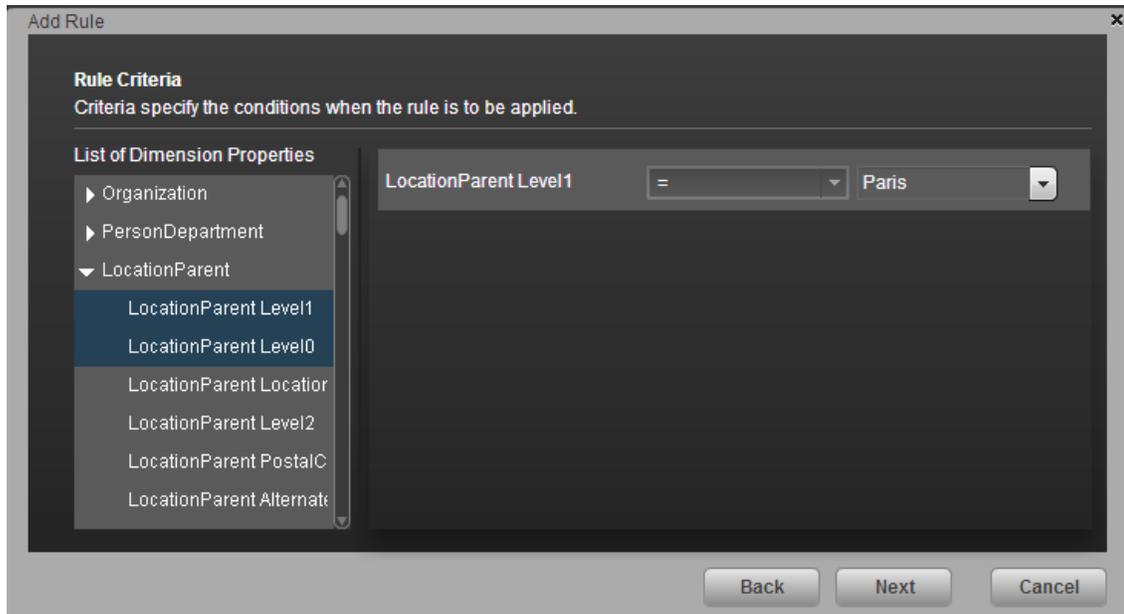
This wizard page enables you to define the specific planned or actual cost to be allocated.

User interface elements are described below (when relevant, unlabeled elements are shown in angle brackets>):

UI Element	Description
Name	The name of the rule.
Description	The description of the rule.

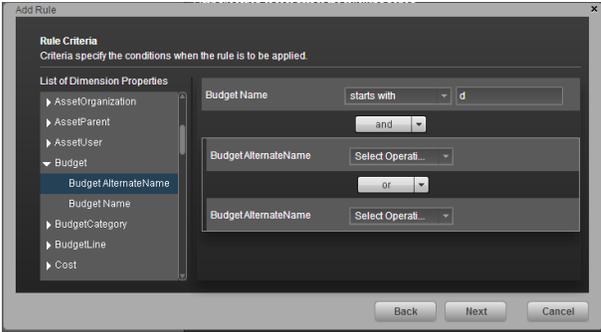
Rule Criteria Page

This wizard page enables you to specify the conditions when the rule is to be applied.



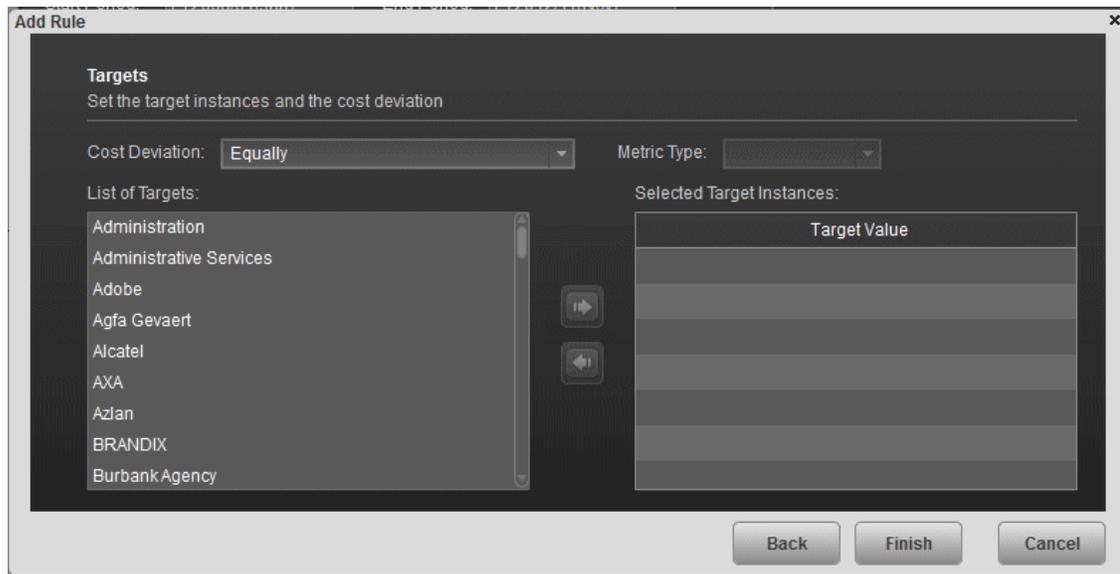
User interface elements are described below (when relevant, unlabeled elements are shown in angle brackets>):

UI Element	Description
List of Dimension Properties	<p>The list of dimensions and dimension properties is taken from the Target schema. The list of dimensions displayed in the Planned Cost and Actual Cost tabs is a subset of the dimensions and dimension properties of the Target Schema.</p> <p>Note: You can use the default dimensions provided in the Finance tab to create your allocations and costs. You can also add your dimensions to the FinancialManagement context and base your allocations and costs on these dimensions. You can also rename the existing dimensions to better reflect your financial environment. These new dimensions or renamed dimensions are listed in this field. For details, see Integration with HP Project and Portfolio Management (PPM) and Impact on ITFM in the <i>Administrator Guide</i>.</p>
<Drag and drop>	<p>Drag a property or a dimension from the List of Dimension Properties to the right pane. An operation box is displayed to the right.</p> <p>Select the operation to be performed by the rule in the <operation list>. This can be:</p> <ul style="list-style-type: none"> • =, <> (means different from), is one of (you can specify more than one dimension or property and the rule is applied for one of these dimensions or

UI Element	Description
	<p>properties or the others), is null, is not null, starts with, ends with, or contains, if the dimension or property has a string format.</p> <ul style="list-style-type: none"> • =, <, <=, >, >=, <>, is null, is not null, if the dimension or property has a numeric format. • currently equals, historically equals, is valid, is unknown, or is invalid, if the dimension or property has a Dimension format. These options are available when selecting the dimension itself (for example: Organization, Application, or others). • is after, is on or after, is before, is on or before, <> (means different from), is null, or is not null, if the dimension or property has a date format. <p>A value box opens to the right.</p> <p>Enter the value in the <value> box. This box can display a list of values, if you selected a dimension with existing values, for example Application Name or Manager Name. You can also enter a value manually.</p> <p>For example: To specify that the allocation takes place when the base amount is more than 4500 and the Budget Name is not null, fill in the fields as follows:</p> 

Rule Target Page

This wizard page enables you to select the targets of the rule.



User interface elements are described below (when relevant, unlabeled elements are shown in angle brackets>):

UI Element	Description
Cost Deviation	<p>Costs can be allocated to targets:</p> <ul style="list-style-type: none"> • Equally. Distributes amounts evenly. For example, if you have Dept1 and Dept2 the allocation engine allocates 50% of each cost row to Dep1 and 50% to Dept2. If you specify only one target, 100% of the cost is allocated to that target. • Equally - all targets. Distributes amounts evenly between all the targets. • By percentage. Distributes by entering the percentage for each target. For example, if you have Dept1 and Dept2 the allocation engine allocates 70% of each cost row to Dep1 and 30% to Dept2. • Metric based - selected targets. Metric-based allocation distributes costs dynamically with values that might change from period to period. For example, an Organization's head count, the amount of disk space that a project consumes, or the number of service tickets logged by a person. • Metric based - all targets. Metric-based allocation distributes costs dynamically with values that might change from period to period. For example, an Organization's head count, the amount of disk space that a project consumes, or the number of service tickets logged by a person. <p>For additional details, see "Allocation Scenario" on page 19.</p> <p>Data for metric based allocation is available from a table that contains information</p>

UI Element	Description
	based on a combination of dimension name, metric name, and time period. For information about providing valid data and using the table to load metrics based allocation, see the <i>Data Warehouse Administration Guide</i> .
Metric Type	If you selected a metric based allocation (Metric based - selected targets or Metric based - all targets), select the Metric type from the list. The metric table of the selected dimension provides a list of metric names. A metric is another method of dividing the allocated sum. You can use your own metrics here to divide it, for example, by the first letter of the company name, so the user can create metrics and use them here.
List of Targets	<p>When you select:</p> <ul style="list-style-type: none"> • Equally and you select targets, the targets are listed and the sum that is allocated is distributed equally between the targets. • Equally - all targets, all the targets are selected and the sum that is allocated is distributed equally between the targets. • By percentage and you select targets, an additional column is displayed where you can specify the percentage. The sum that is allocated is distributed between the targets according to the specified percentage. The total of the percentages assigned to the target must be 100%. • Metric based - selected targets, the allocated sum is distributed to the selected targets according to the metric type you selected, meaning that the cost of all targets is divided by a user-defined metric. • Metric based - all targets, all the targets are selected. The allocated sum is distributed to all the targets, using the selected metric. • You can select multiple targets by holding the Ctrl key and selecting the relevant targets. • You can select all targets by holding the Ctrl key and the Shift key at the same time with the cursor in either the List of Targets or in the Selected Target Instances.
Selected Target Instances/ Target Values/ Percentages	<p>The list of target instances you selected.</p> <p>When you select By Percentage, a Target Values column and a Percentage column are displayed. Use these columns to specify the target value and the percentage you want to use for each target value.</p> <p>The targets are listed in alphabetical order.</p>

Metric Allocation or Allocation Using Excel or .CSV Files

You can allocate costs using Excel or .CSV files.

Note: Allocations are usually created using the same percentage for each one of the time periods. If you create your allocation using an Excel or .CSV file you can assign a different percentage for each separate period.

To access:

Click **Finance > Allocation management**.

Learn More

To learn more about allocations, see ["Allocation Management" on page 14](#).

Tasks

Main task: ["Allocation Management" on page 14](#)

Allocate using an Excel or .CSV File

1. Create the Excel or .CSV file that specifies the allocation you want to use for each metric.

The format of the file should have the following format for each metric (for example the RegisteredUsersProcessingServices metric). It should include, the name of the dimension, and for each period (specified by the start of the period and the end of the period), the value of the dimension, and the amount of the metric.

METRIC_NAME	METRIC_DESCRIPTION	DIMENSION_NAME	PERIOD_DATE_START	PERIOD_DATE_END	DIMENSION_VALUE	METRIC_AMOUNT
RegisteredUsersProcessingServices		ORG	1/1/2010	1/31/2010	I.S. Department	12000
RegisteredUsersProcessingServices		ORG	1/1/2010	1/31/2010	Production	10000
RegisteredUsersProcessingServices		ORG	1/1/2010	1/31/2010	Research	9000

METRIC_NAME	METRIC_DESCRIPTION	DIMENSION_NAME	PERIOD_DATE_START	PERIOD_DATE_END	DIMENSION_VALUE	METRIC_AMOUNT
RequestsProcessingServices		ORG	1/1/2010	1/31/2010	I.S. Department	1500000
RequestsProcessingServices		ORG	1/1/2010	1/31/2010	Production	1200000
RequestsProcessingServices		ORG	1/1/2010	1/31/2010	Storage-Packaging	1200000

- The string you enter in the DIMENSION_NAME column is the internal string of the target database table name (**dwt.<dimension_name>_DIM**) that corresponds to the dimension.

The name of the view should be **XS.<dimension_name>_DIM_V**.

Example: If the name of the table is **dwt.ORG_DIM**, the string you enter in the DIMENSION_NAME column is: **ORG**. The name of the view should be **XS.ORG_DIM_V**.

- The values shown in the DIMENSION_VALUE column in the Excel or .CSV file must appear in the **<dimension_name>_NAME** or **<dimension_name>_NAME_ALT** columns of the **dwt.<dimension_name>_DIM** table in the target database.

Example: You must have the value **I.S. Department** appear in the **ORG_NAME** or **ORG_NAME_ALT** columns of the **dwt.ORG_DIM** table in the target database.

- The percentage of allocation provided for a specific DIMENSION_VALUE of the METRICIZE for the stated period of time is calculated as the METRIC_AMOUNT (of the DIMENSION_VALUE) divided by the SUM of all the METRIC_AMOUNT for the same METRIC_NAME and the same period of time, if you select all the targets.

Example: in the table above, the allocation percentage for I.S. Department for January 2010, is $12000 / (12000 + 10000 + 9000)$.

Recommended: Do not use an external table with the same name as an already existing

dwt table.

For example, if the dwt.PERSON_DIM table already exists, do not create an XS.PERSON_DIM table.

2. Save the Excel or .CSV file in the following directory:
<installation drive>:\HPXS\agora\DataWarehouse\ExternalSources.
3. Run the ETL. For details, see [ETL Management and Monitoring](#) in the *Administrator Guide*.

The ETL loads the Excel or .CSV file to the target database to be used by the FinancialManagement context.

The ETL uses the information included in the .CSV file columns listed below to populate the relevant columns in the **dwt.<dimension_name>_METRIC** table in the target database as follows:

- The PERIOD_DATE_START and PERIOD_DATE_END columns to calculate and populate the PERIOD_ID column.
- The DIMENSION_VALUE column in the .CSV file to populate the DIMENSION_ID and DIMENSION_DK columns.
- The DIMENSION_NAME column in the .CSV file to populate the DIMENSION_ID, DIMENSION_DK, and MD_DURABLE_KEY columns.
- The METRIC_AMOUNT column in the .CSV file to populate the METRIC_AMOUNT column.

The **dwt.<dimension_name>_METRIC** table is as follows:

	MD_DURABLE_KEY	MD_LASTMODDATE	MD_TRANSENDDATE	MD_TRANSLASTIND	ORG_NAME	PK_ORG_ID
21	24	NULL	NULL	Y	Deliveries	24
22	25	NULL	NULL	Y	Dell Computer	25
23	26	NULL	NULL	Y	DistriAll	26
24	27	NULL	NULL	Y	E.A.F	27
25	28	NULL	NULL	Y	Finance	28
26	29	NULL	NULL	Y	Hardware House	29
27	30	NULL	NULL	Y	Helpdesk	30
28	31	NULL	NULL	Y	Hewlett Packard	31
29	32	NULL	NULL	Y	I.S. Department	32
30	33	NULL	NULL	Y	IBM Corp.	33

4. Click **Finance > Allocation management**.
5. Add an allocation scenario. For details, see ["Add an Allocation Scenario" on page 21](#).
6. Add an allocation stage to the scenario. For details, see ["Add an Allocation Stage to a Scenario" on page 28](#).

7. Add a rule to the allocation stage, provide the rule general details, and the rule criteria. For details, see ["Add an allocation rule to an allocation stage" on page 32.](#)
8. Then in the Rule Target page select in the **Cost Deviation** field one of the following options:

- **Metric based - selected targets.** Metric-based allocation distributes costs dynamically with values that might change from period to period. For example, an Organization's head count, the amount of disk space that a project consumes, or the number of service tickets logged by a person.

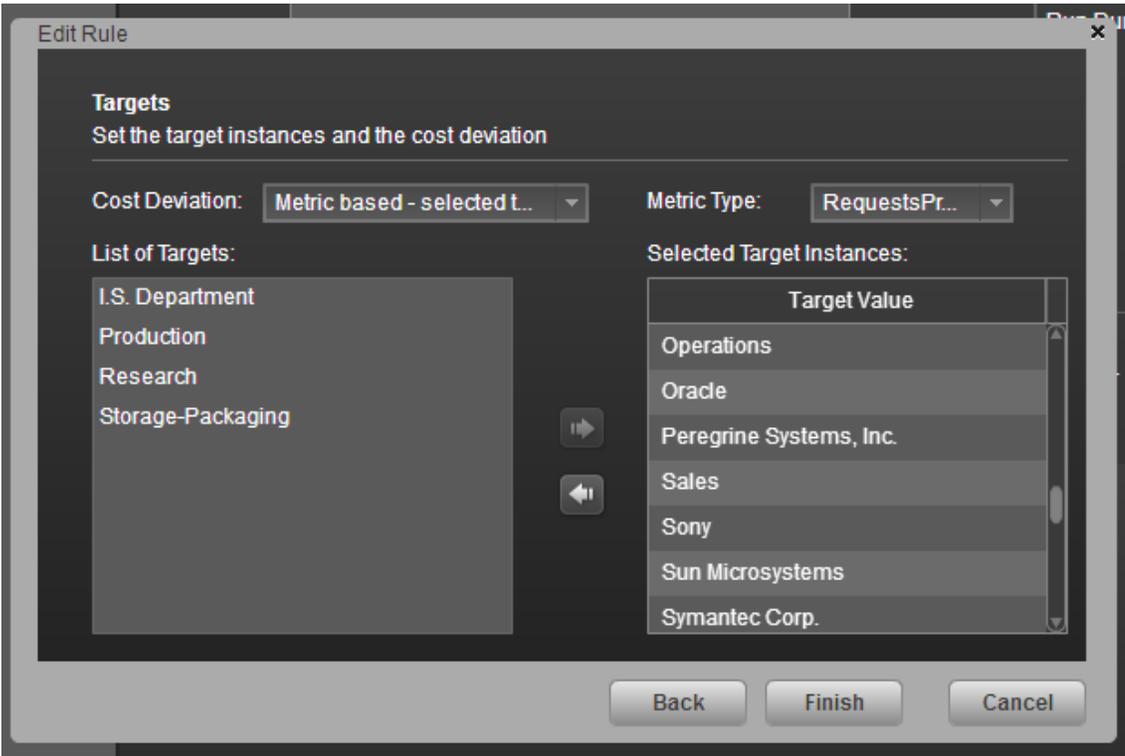
If you select this option, the costs are distributed to the selected targets.

- **Metric based - all targets.** Metric-based allocation distributes costs dynamically with values that might change from period to period. For example, an Organization's head count, the amount of disk space that a project consumes, or the number of service tickets logged by a person.

If you select this option, the costs are distributed between the different targets according to the allocation percentages (or ratios) defined in the Excel or .CSV file as explained above.

For details, see ["Rule Target Page" on page 36.](#)

9. In the **Metric Type** field, select the relevant type. The values listed in this field correspond to the METRIC_NAME in the Excel or .CSV file. Only the targets corresponding to the selected type will be displayed in the **List of Targets**.
10. In the **List of Targets**, select the relevant target (the list includes the content of the DIMENSION_VALUE column in the Excel or .CSV file) and drag it to the **Selected Target Instances**. The allocation will be performed only for the targets (DIMENSION_VALUE) you selected according to the amount described in the METRIC_AMOUNT column in the Excel or .CSV file.
11. Click **Finish**.



Budget Management

The budgeting tool is a component of IT Financial Management (ITFM) that enables IT finance managers to plan a budget for three different planning time frames: one, two, or three years. The budget tool provides finance managers with these options:

- Define the budget.
- Send notification to all or selected IT cost center managers.
- Enter budget data at the cost center level.
- Check the status of the review process for one or all IT cost centers.
- Review graphical views of consolidated budgets.
- Publish budgets to be used by the allocation module.

To access:

Click the **Finance** tab, and then select **Budget management**.

Learn More

Roles and permissions

- The Budget Coordinator and the Cost Center Manager should have the **BUDGET_COORDINATOR** out-of-the-box role (it includes the **View consolidated budget** and the **Manage cost center budget** permissions).
- The Financial Analyst and CIO/CFO should have the **FINANCIAL_ANALYST** out-of-the-box role (it includes the **Manage Cost Center Budget**, the **View Consolidated Budget**, and the **Manage allocation scenarios** permissions).

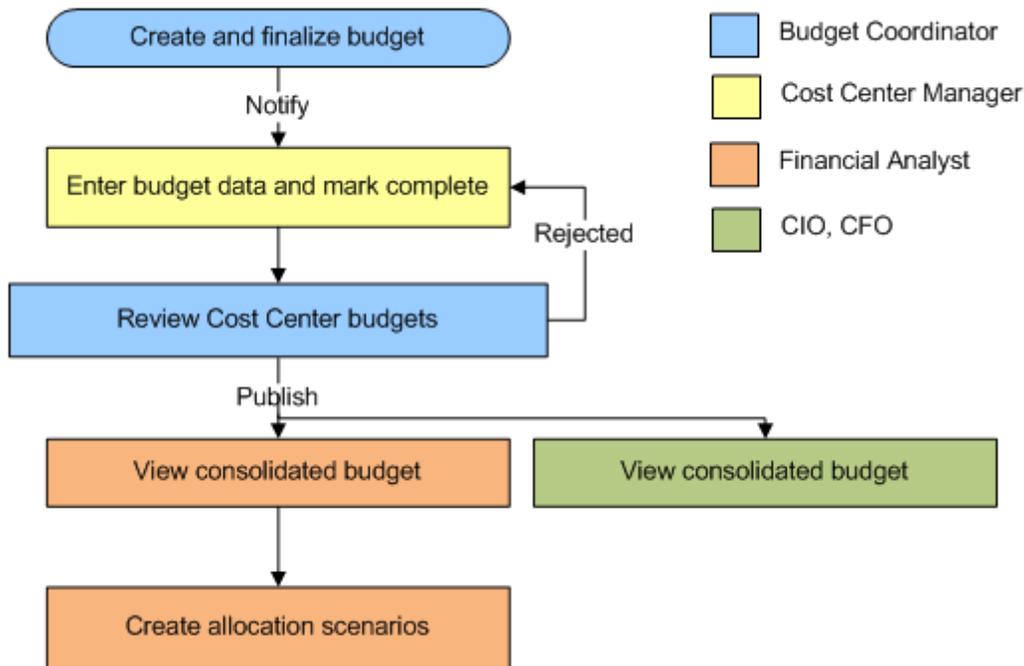
For details on the roles and permissions, see [Role Functions](#) in the *Administrator Guide*.

Important information

- Depending on the roles and permissions assigned to your user and your role in the organization some of the functionality of this page might be disabled.
- In addition, you might not be allowed to proceed with a step in the life-cycle if the step before that was not completed successfully. For example, you cannot finalize a budget until you have entered budget information.

Life-cycle of a budget

Budgeting includes steps that are performed by different Executives: Budget Coordinator, Cost Center Managers, Financial Analyst, and CIO or CFO as follows:



Tasks

This section includes the following tasks:

["Create and manage a budget" below](#)

["Send Notification to Cost Center Managers" on the facing page](#)

Create and manage a budget

1. The Budget Coordinator creates a budget, defines the budget configuration, finalizes the budget definition, and notifies the relevant Cost Center Managers. For details about the Budget Coordinator tasks, see ["Create Budgets" on page 53](#).
2. The Cost Center Manager enters the budget data for the relevant Cost Centers, and marks the Cost Center budget as completed. For details about the Cost Center Manager tasks, see ["Enter Budget Data for a Cost Center or Mark Cost Center Completed" on page 59](#).
3. The Budget Coordinator reviews the Cost Center detailed budget, and accepts or rejects it. If it is rejected it goes back to the relevant Cost Center Manager for review. If it is accepted, it is marked as accepted. As soon as all the Cost Centers of the budgets have been accepted, the Budget Coordinator can view the consolidated budget and publish it. For details about the Budget Coordinator tasks, see ["Create Budgets" on page 53](#).
4. The CIO can view the consolidated budget.

5. The Financial Analyst can view the consolidated budget and create allocation scenarios. For details about the Financial Analyst tasks, see "[Publish the Consolidated Budget](#)" on page 65.

Send Notification to Cost Center Managers

If you have Budget Coordinator privileges, you can notify Cost Center managers about the status of their Cost Centers.

1. From the main menu bar, click **Finance > Budget management**.
2. Select the relevant Cost Center budget in the Cost Centers area and click **Notify**.

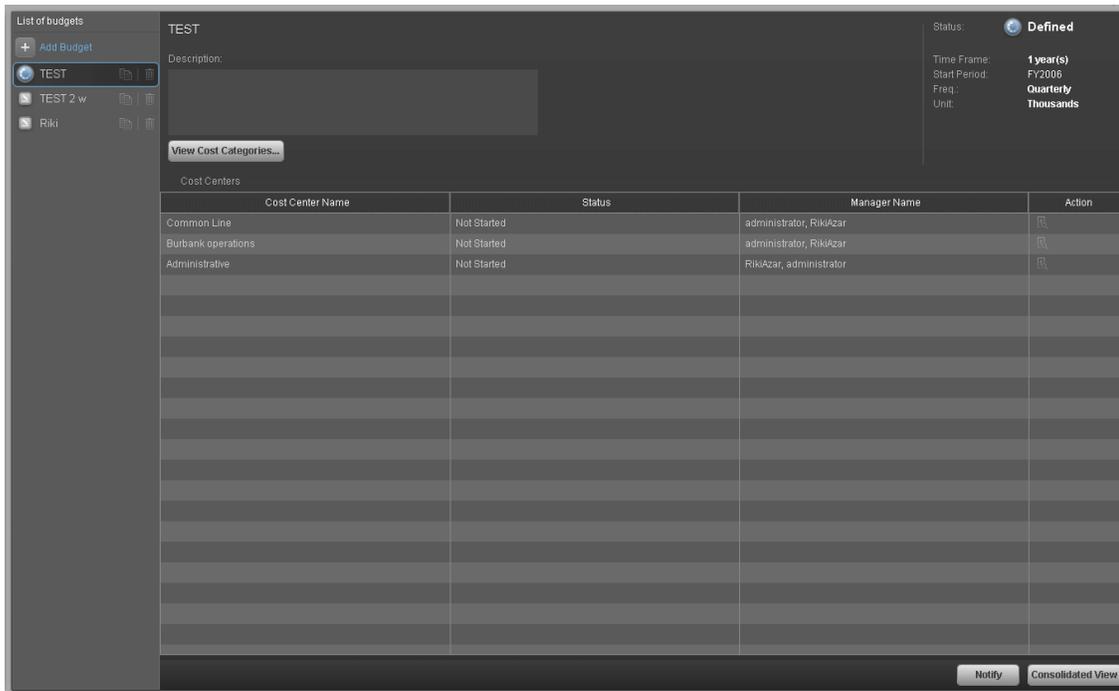
The Notification Management screen opens.

3. Select the Cost Center managers that you want to notify.
4. Click **Send**. The default mail client opens, and displays a draft email to the Cost Center managers for the Cost Centers that you selected. You can edit the email.
5. Click **Send**.

UI Description

Budget Main Page

Note: In Executive Scorecard, if you navigate to another tab and then return to the Finance tab, the display is not automatically refreshed. To refresh the display, click the Allocation Management, Budget Management, or Cost Explorer tab.



<Left Pane>

User interface elements are described below (when relevant, unlabeled elements are shown in angle brackets>):

UI Element	Description
	Click to create a new budget in the New/Edit Budget dialog box. For details, see "New/Edit Budget Dialog Box" on page 55.
	Create a copy of the selected budget. Click to copy the selected budget. The New/Edit Budget dialog box opens with the configuration of the selected budget where you can make your changes. For details, see "New/Edit Budget Dialog Box" on page 55. You can copy a consolidated budget to use as a template for a new budget.
	Delete the selected budget. Click to delete the selected budget. You cannot delete a published budget.

UI Element	Description
<Budget name>	<p>The name of the budget is accompanied by an icon that provides its status:</p> <p> Draft. You have just created the budget and clicked the Save button in the New/Edit Budget dialog box.</p> <p> Defined. You have created the budget and clicked the Finalize button in the New/Edit Budget dialog box.</p> <p> Completed. All Cost Center managers have moved the relevant Cost Center budget status to Completed, the Budget Coordinator has moved the budget that includes all these Cost Centers to Accepted, the Budget status becomes Completed.</p> <p> Published. The Budget has the Completed status, and the Budget Coordinator clicks Consolidated View, and then clicks Publish. The budget status changes to Published and can no longer be modified.</p>

<Top area>

Select the relevant budget in the left pane to display its details in the right pane.

User interface elements are described below (when relevant, unlabeled elements are shown in angle brackets):

UI Element	Description
Name	The name of the budget. This is limited to 255 characters.
Description	The description of the budget.

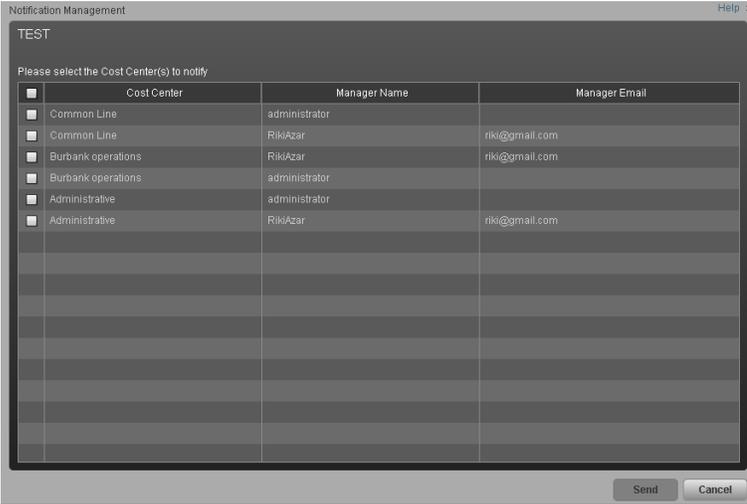
UI Element	Description
Status	<p>The status of the budget. This can be:</p> <p> Draft. You have just created the budget and clicked the Save button in the New/Edit Budget dialog box.</p> <p> Defined. You have created the budget and clicked the Finalize button in the New/Edit Budget dialog box.</p> <p> Completed. All Cost Center managers have moved the relevant Cost Center budget status to Completed, the Budget Coordinator has moved the budget that includes all these Cost Centers to Accepted, the Budget status becomes Completed.</p> <p> Published. The Budget has the Completed status, and the Budget Coordinator clicks Consolidated View, and then clicks Publish. The budget status changes to Published and can no longer be modified.</p>
Time Frame	The time frame of the budgeting period. This can be: 1, 2, or 3 years.
Start Period	The start of the budgeting period.
Freq.	The granularity of the budget.
Unit	The unit of the budget. This can be: thousands or millions .

Cost Centers

User interface elements are described below (when relevant, unlabeled elements are shown in angle brackets>):

UI Element	Description
Cost Center Name	The name of the Cost Center.

UI Element	Description
Status	<p>The status of the budget. This can be:</p> <ul style="list-style-type: none"> • Not started • In progress • Accepted • Completed • Notified • Rejected
Manager Name	<p>The name of the Cost Center manager.</p>
Action	<p>Click one of the following:</p> <p> - Review and manage the budget data for this Cost Center. Click to open the Cost Center Budget View. For details, see "Enter Budget Data for a Cost Center or Mark Cost Center Completed" on page 59.</p> <p> - You cannot review or manage budget data because the budget definitions have not yet been finalized.</p>
Edit	<p>Opens the New/Edit Budget dialog box where you can edit an existing budget depending on your permissions. For details, see "New/Edit Budget Dialog Box" on page 55.</p>

UI Element	Description
<p>Notify</p>	<p>As the Budget Coordinator, you can send notification to the relevant Cost Center manager that the relevant budget needs to be filled with data or marked as complete.</p> <ul style="list-style-type: none"> • Depending on the roles and permissions assigned to your user and your role in the organization some of the functionality of this page might be disabled. • In addition, you might not be allowed to proceed with a step in the life-cycle if the step before that was not completed successfully. For example, you cannot finalize a budget until you have entered budget information.  <p>You can select to notify all the listed managers or to notify only the selected managers.</p> <p>The dialog box displays the following information:</p> <p>Budget Name. The name of the budget.</p> <p>Cost Center. The name of the Cost Center.</p> <p>Manager Name. The name of the manager of the Cost Center. Click the name of the manager to modify it.</p> <p>Manager Email. The email of the manager. This is used to notify the manager when a budget needs to be filled with data or marked as complete.</p> <p>Click Send to send the email. The default mail client opens, and displays a draft email to the Cost Center managers for the Cost Centers that you selected. You can edit the email.</p>
<p>Consolidated View</p>	<p>Click to display the Consolidated Budget View.</p>

Create Budgets

As a Budget Coordinator you can create or edit a budget, add Cost Centers and Cost Categories, and finalize budget definitions.

To access:

- To create a budget, click the **Finance** tab, and then select **Budget Management**. In the Budget main page, click .
- To edit a budget, click the **Finance** tab, and then select **Budget Management**. In the Budget main page, select the name of the relevant budget in the left pane and click **Edit**.

Learn More

- Depending on the roles and permissions assigned to your user and your role in the organization some of the functionality of this page might be disabled.
- In addition, you might not be allowed to proceed with a step in the life-cycle if the step before that was not completed successfully. For example, you cannot finalize a budget until you have entered budget information.

Tasks

Main task: ["Budget Management" on page 44](#)

This section includes the following tasks:

["Use-Case Scenario" below](#)

["Create a budget" below](#)

["Add Cost Centers to a budget" on the next page](#)

["Create Cost Category groups that you want to include in a budget" on the next page](#)

["Add cost categories to the Cost Category groups" on the next page](#)

["Finalize the budget definition" on the next page](#)

["Review and finalize or reject completed Cost Center budgets" on page 55](#)

Use-Case Scenario

For details see, [Use Case - ITFM - Create Budget Template](#) in the *Getting Started with IT Executive Scorecard*

Create a budget

1. Click **Finance > Budget Management**. In the Budget main page, click **Add Budget**.
2. Complete the required fields.

3. Click **Save**.

Add Cost Centers to a budget

1. Click **Finance > Budget Management**. In the Budget main page, select a budget.
2. Select a Cost Center in the Source area or press Ctrl and click to select multiple Cost Centers.
3. Click the arrows to move the selected Cost Centers to the **Selected cost center** area in order to include these Cost Centers in the budget.
4. Click **Save**.

Create Cost Category groups that you want to include in a budget

1. Click **Finance > Budget Management**. In the Budget main page, select a budget.
2. In the **Selected cost categories** area, click **Create Group** to add a **New group** folder.
3. Click **New group** and type a name for the cost category group. For example, Hardware.
4. Click **Save**.

Add cost categories to the Cost Category groups

1. Click **Finance > Budget Management**. In the Budget main page, select a budget.
2. In the **Selected cost categories** area, click the group for which you want to add cost categories.
3. Select a Cost Category in the Source pane. Press Ctrl and click to select multiple Cost Categories.
4. Click the arrow to move the selected Cost Categories to the selected group.
5. Click **Save**.

Finalize the budget definition

You can finalize budget definitions if you have the **Manage Consolidated Budget** permission.

1. From the main menu bar, click **Finance > Budget Management**. In the Budget main page, select a budget.
2. In the **Action** column, click  **Review and manage the budget data for this Cost Center**, next to the Cost Center budget that you want to finalize.

The **Cost Center Budget View** dialog box opens.

3. Click **Finalize**.

4. Click **OK** to confirm that you want to finalize the budget.

The ITFM module closes the **Cost Center Budget View** dialog box. The budget status remains **Defined**.

Review and finalize or reject completed Cost Center budgets

You can review and accept or reject completed cost center budgets if you have the Manage Consolidated Budget permission.

1. From the main menu bar, click **Finance > Budget Management**. In the Budget main page, select a budget.
2. In the Action column, click  **Review and manage the budget data for this Cost Center**, next to the Cost Center budget that you want to review.

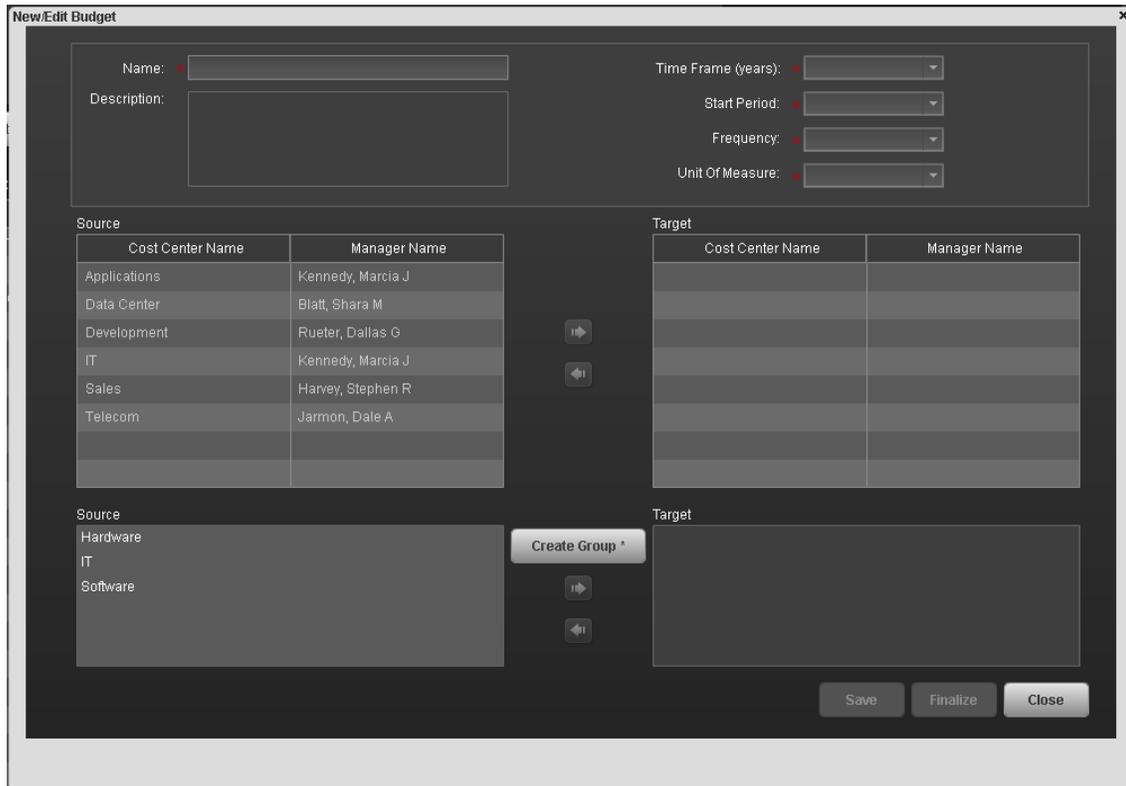
The **Cost Center Budget View** dialog box opens.

3. Select the Cost Category Group to review the budget amounts.
4. Click **Accept** if you want to accept the cost center budget. Or click **Reject** if you want the cost center manager to make changes. If you reject a cost center budget, the ITFM module sends an email to the cost center manager for that budget to notify him or her that you rejected their budget and that they need to make changes. Once the cost center manager edits the budget and marks it complete, you have another opportunity to accept or reject it.
5. Click **Save** to confirm the changes made to the Cost Center budget.
6. Click **Close**.
7. Repeat steps 1 – 6 for each Cost Center budget that you want to review.

UI Description

New/Edit Budget Dialog Box

Note: When in Executive Scorecard, you navigate to another tab and then return to the Finance tab, the display is not automatically refreshed. To refresh the display, click the Allocation Management, Budget Management, or Cost Explorer tab.



<Top Area>

User interface elements are described below (when relevant, unlabeled elements are shown in angle brackets>):

UI Element	Description
Name	Enter the name of the budget. Up to 255 characters.
Description	Enter the description for the budget. Upto 255 characters.
Time Frame (years)	Select the time frame of the budgeting period. This can be: 1, 2, or 3 years. .
Start Period	Select the fiscal year that is to be the start of the budgeting period.
Freq.	Select the granularity of the budget data entry. If you select: <ul style="list-style-type: none"> • Monthly. Cost Center Managers can enter budget amounts for each month. • Quarterly. Cost Center Managers can enter budget amounts for each quarter but cannot edit amounts by months. • Yearly. Cost Center Managers can enter budget amounts for each fiscal year but cannot edit amounts by months or quarters.
Unit	Select the unit of measure for the amounts in the budget. You can select Thousands or Millions .

<Cost Center Area>

User interface elements are described below (when relevant, unlabeled elements are shown in angle brackets):

UI Element	Description
Available Cost Centers	The table lists the available Cost Centers. Select the Cost Center Name/Manager Name and click the arrow to select them and move them to the Selected Cost Centers table.
Selected Cost Centers	The selected Cost Centers. Select the Cost Center Name/Manager Name and click the arrow to unselect them and move them to the Available Cost Centers table.

<Group area>

User interface elements are described below (when relevant, unlabeled elements are shown in angle brackets):

UI Element	Description
Create Group	Click to create a cost category group you want to include in the budget. Enter the name of the cost category group in the box that opens. You can then include the relevant cost categories in the group you created. You can also change New Group to the relevant group name to create a new group. Cost categories can only be included in Cost Category groups.
Available Cost Categories	The table lists the available cost categories. Select the relevant cost category in the Available Cost Categories and the group in the Selected Cost Categories and click the right arrow to add the cost category to the group.
Selected Cost Categories	The table lists the groups and their cost categories. Select the relevant cost category in the Available Cost Categories and the group in the Selected Cost Categories and click the right arrow to add the cost category to the group.

<Buttons>

User interface elements are described below (when relevant, unlabeled elements are shown in angle brackets):

UI Element	Description
-------------------	--------------------

Save	Click to save the changes you just made.
Close	Click to close the page.
Finalize	Click if you know that you will not change the budget later.

Enter Budget Data for a Cost Center or Mark Cost Center Completed

As a Cost Center manager, you can enter data for the budget of your Cost Center and when you are satisfied you can mark the Cost Center Completed..

To access:

Select the budget in the **List of budgets** and in the **Cost Centers** area (bottom part of the page), click  in the **Actions** column.

Learn More

- Depending on the roles and permissions assigned to your user and your role in the organization some of the functionality of this page might be disabled.
- In addition, you might not be allowed to proceed with a step in the life-cycle if the step before that was not completed successfully. For example, you cannot finalize a budget until you have entered budget information.

Tasks

Main task: ["Budget Management" on page 44](#)

This section includes the following tasks:

["Enter Budget Data for Your Cost Centers" below](#)

["Mark the Cost Center Budgets Complete" below](#)

Enter Budget Data for Your Cost Centers

1. Select the budget in the **List of budgets** and in the **Cost Centers** area (bottom part of the page), click  in the **Actions** column next to the cost center budget that you want to edit.
2. Enter the relevant frequency in the **Freq.** drop down list.
3. Enter the relevant values in the columns.
4. Click **Save**.

Note: You can also export the budget data in Microsoft Excel format or import budget data in Microsoft Excel format.

Mark the Cost Center Budgets Complete

1. Select the budget in the **List of budgets** and in the **Cost Centers** area (bottom part of the page), click  in the **Actions** column next to the cost center budget that you want to edit.

UI Element	Description
<Cost Center Information>	<p>This is located in the top left-hand corner:</p> <p><Cost Center Name>. The name of the Cost Center budget.</p> <p>Category. The category of the Cost Center budget.</p> <p>Freq. Select the granularity for the Cost Center budget. To change the values of the budget in the table, the value of the Cost Center Freq. field must be the same as the value of the Budget Frequency in the Freq. field in the right-hand corner. You can use the other values of the field to change the view of the budget.</p> <ul style="list-style-type: none"> • Monthly. Cost Center Managers can enter budget amounts for each month. • Quarterly. Cost Center Managers can enter budget amounts for each quarter but cannot edit amounts by months. • Yearly. Cost Center Managers can enter budget amounts for each fiscal year but cannot edit amounts by months or quarters. • <Table>:For each Cost Category group: <ul style="list-style-type: none"> ▪ Cost Category. The name of the Cost Category. ▪ <Column>. Each column represents the time frame granularity. You can enter the budget in each column. The last row of the table represents the total budget for each time frame and all the categories.
<Graph>	The graph displays the budgets Cost Center budgets for each the time frame granularity
<Budget information>	<p>This is located in the top right-hand corner:</p> <p>Status. The status of the Cost Center budget: Accepted or Rejected.</p> <p>Freq. The granularity specified for the budget. This can be: Monthly, Quarterly, or Yearly.</p> <p>Unit . The unit of measure for the budget amounts. This can be: Thousands or Millions.</p>
Import	<p>Click to select the budget (in Excel format) that you want to import. Click either the Save or Complete button before you import the budget in Excel format.</p> <ul style="list-style-type: none"> • You can only import a budget for the same Cost Center and Budget. • The only information that can be changed in the Excel file is the data in each column in the Cost Category table. Do not change the values of the other fields.

UI Element	Description																																																																																																																		
<p>Export</p>	<p>Click to export the budget to an Excel file. The following dialog box opens:</p>  <p>Click Save to select the location of the file you want to download. The name of the file is, by default, <budget_name>_<Cost_Center_budget_name>.xls. You can rename this file.</p> <p>The file contents are:</p> <table border="1" data-bbox="467 940 1219 1339"> <thead> <tr> <th>A1</th> <th colspan="5">Cost Center</th> </tr> <tr> <th>A</th> <th>B</th> <th>C</th> <th>D</th> <th>E</th> <th></th> </tr> </thead> <tbody> <tr> <td>1</td> <td><i>Cost Center</i></td> <td>Common Line</td> <td></td> <td></td> <td></td> </tr> <tr> <td>2</td> <td><i>Budget Name</i></td> <td>TEST</td> <td></td> <td></td> <td></td> </tr> <tr> <td>3</td> <td><i>Description</i></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>4</td> <td><i>Start Date</i></td> <td>FY2006</td> <td></td> <td></td> <td></td> </tr> <tr> <td>5</td> <td><i>Unit of Measure</i></td> <td>Thousands</td> <td></td> <td></td> <td></td> </tr> <tr> <td>6</td> <td><i>Number of Years</i></td> <td>1</td> <td></td> <td></td> <td></td> </tr> <tr> <td>7</td> <td><i>Work Mode</i></td> <td>Quarterly</td> <td></td> <td></td> <td></td> </tr> <tr> <td>8</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>9</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>10</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>11</td> <td>New Group Categories</td> <td>FY2006/Q1</td> <td>FY2006/Q2</td> <td>FY2006/Q3</td> <td>FY2006/Q4</td> </tr> <tr> <td>12</td> <td>Hardware</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>13</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>14</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>15</td> <td>Total</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>16</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>17</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>You can open the spreadsheet and enter for each month, quarter, or year, the appropriate amounts for each time period for each cost category.</p> <p>Follow these guidelines when you edit budget spreadsheets:</p> <ul style="list-style-type: none"> • Do not add or delete rows or columns. • Do not edit the summary information at the top of the file. • Do not edit column headings. • Edit only the amounts for each time period in the row for each cost category. <p>Save and close the spreadsheet.</p> <p>You can then import the modified Excel file.</p>	A1	Cost Center					A	B	C	D	E		1	<i>Cost Center</i>	Common Line				2	<i>Budget Name</i>	TEST				3	<i>Description</i>					4	<i>Start Date</i>	FY2006				5	<i>Unit of Measure</i>	Thousands				6	<i>Number of Years</i>	1				7	<i>Work Mode</i>	Quarterly				8						9						10						11	New Group Categories	FY2006/Q1	FY2006/Q2	FY2006/Q3	FY2006/Q4	12	Hardware	0	0	0	0	13						14						15	Total	0	0	0	0	16						17					
A1	Cost Center																																																																																																																		
A	B	C	D	E																																																																																																															
1	<i>Cost Center</i>	Common Line																																																																																																																	
2	<i>Budget Name</i>	TEST																																																																																																																	
3	<i>Description</i>																																																																																																																		
4	<i>Start Date</i>	FY2006																																																																																																																	
5	<i>Unit of Measure</i>	Thousands																																																																																																																	
6	<i>Number of Years</i>	1																																																																																																																	
7	<i>Work Mode</i>	Quarterly																																																																																																																	
8																																																																																																																			
9																																																																																																																			
10																																																																																																																			
11	New Group Categories	FY2006/Q1	FY2006/Q2	FY2006/Q3	FY2006/Q4																																																																																																														
12	Hardware	0	0	0	0																																																																																																														
13																																																																																																																			
14																																																																																																																			
15	Total	0	0	0	0																																																																																																														
16																																																																																																																			
17																																																																																																																			

UI Element	Description
	<ul style="list-style-type: none"> • You can only import a budget for the same Cost Center and Budget. • The only information that can be changed in the Excel file is the data in each column in the Cost Category table. Do not change the values of the other fields.
Reject	As a Budget Coordinator, you can click to reject the Cost Center budget. The status of the consolidated budget changes to Rejected .
Accept	<p>As a Budget Coordinator, you can click to accept the Cost Center budget. The status of the consolidated budget changes to Accepted.</p> <p>All the Cost Center budgets must be accepted before the consolidated budget they belong to can be published.</p>
Complete	<p>As a Budget Coordinator, you can click to mark the Cost Center budget as Complete. The status of the consolidated budget changes to Complete.</p> <p>All the Cost Center budgets must be accepted before the consolidated budget they belong to can be published.</p>
Save	Click to save the changes.
Close	Click to close the dialog box without saving the changes.

Consolidated Budget

As a Budget Coordinator, you can view the consolidated budget at any time in the budgeting workflow.

To access:

Select the relevant budget from the list in the Budget Main Page.

Learn More

- Depending on the roles and permissions assigned to your user and your role in the organization some of the functionality of this page might be disabled.
- In addition, you might not be allowed to proceed with a step in the life-cycle if the step before that was not completed successfully. For example, you cannot finalize a budget until you have entered budget information.

Tasks

Main task: ["Budget Management" on page 44](#)

This section includes the following tasks:

["Review completed cost center budgets and notify Cost Center managers" below](#)

["Publish the Consolidated Budget" on the next page](#)

["Copy a Consolidated Budget" on the next page](#)

["View the Consolidated Budget" on the next page](#)

Review completed cost center budgets and notify Cost Center managers

You can review and accept or reject completed cost center budgets if you have the **Manage consolidated budget** permission. The Cost Center Manager specifies how much money is needed by the Cost Center and the Budget Coordinator approves or rejects the request.

1. From the main menu bar, click **Finance > Budget management**.
2. For each Cost Center budget that you want to review:
 - a. Select the relevant budget from the list in the Budget Main Page.
 - b. In the Action column click the  **Review the budget data for this Cost Center** icon next to the cost center budget that you want to review. The Cost Center Budget View dialog box opens.
 - c. Click **Accept** if you want to accept the Cost Center budget. Or click **Reject** if you want the Cost Center manager to make changes.
 - d. Click **Notify** to notify the Cost Center manager that the budget status has changed and that they need to make changes. Once the Cost Center manager edits the budget and marks it **Complete**, you have another opportunity to accept or reject it.

Publish the Consolidated Budget

Once you have accepted the consolidated budget, you can publish it so that Financial Analysts can use the budget in allocation scenarios. You can publish the consolidated budget if you have the **Manage consolidated budget** permission.

1. From the main menu bar, click **Finance > Budget management**.
2. Click the **Consolidated View** button at the bottom of the page.

The Consolidated Budget View screen opens.

3. Click **Publish**. The page closes. The budget status changes to **Published**.

Copy a Consolidated Budget

If you have Budget Coordinator privileges, you can copy a consolidated budget to use as a template for new budget.

1. From the main menu bar, click **Finance > Budget management**.
2. In the budget list, select the budget that you want to copy and click the  **Create a copy of the selected budget** button. The New/Edit Budget dialog box opens with the details of the original budget.
3. Enter a name for the new budget and make the appropriate changes to the fields.
4. Click **Save** or **Finalize**.

View the Consolidated Budget

If you have the **Manage consolidated budget** permission, you can view the consolidated budget at any time in the budgeting workflow. If you have Financial Analyst or CIO privileges, you can view the consolidated budget after the Budget Coordinator accepts or publishes the budget.

1. From the main menu bar, click **Finance > Budgets**.
2. Select the relevant budget from the budget list and click the **Consolidated** button

The Consolidated Budget View screen opens. The pie chart in the lower left part of the screen shows the budget distribution by the top ten cost category groups with the biggest budgets. You can move your mouse pointer over a slice in the pie chart to see the percent of the budget that the cost category group is assigned. The table in the upper part of the page shows the amounts designated for each cost category for all cost centers in the budget.

UI Description

Consolidated Budget View Page

The Consolidated Budget View page enables you to view the consolidated budget or to accept and publish the consolidated budget, depending on your permissions. For details, see [Users and Roles](#) in the *Administrator Guide*.

UI Element	Description
Status	<p>The status of the consolidated budget:</p> <p> Draft. You have just created the budget and clicked the Save button in the New/Edit Budget dialog box.</p> <p> Defined. You have created the budget and clicked the Finalize button in the New/Edit Budget dialog box.</p> <p> Completed. All Cost Center managers have moved the relevant Cost Center budget status to Completed, the Budget Coordinator has moved the budget that includes all these Cost Centers to Accepted, the Budget status becomes Completed.</p> <p> Published. The Budget has the Completed status, and the Budget Coordinator clicks Consolidated View, and then clicks Publish. The budget status changes to Published and can no longer be modified.</p>
Freq.	<p>Select the granularity you want to use for the budget:</p> <ul style="list-style-type: none"> • Monthly. Cost Center Managers can enter budget amounts for each month. • Quarterly. Cost Center Managers can enter budget amounts for each quarter but cannot edit amounts by months. • Yearly. Cost Center Managers can enter budget amounts for each fiscal year but cannot edit amounts by months or quarters.
Time Frame	The time frame specified for the budget: 1, 2, or 3 years.
Start Period	The fiscal year that is the start of the budgeting period.
<Table>	<p>The table shows the amounts designated for each cost category for all cost centers in the budget.</p> <p>You can click the groups (Folder icons) to expand the tree of categories.</p> <p>The only cells that are editable are those that correspond to the frequency defined per budget.</p> <p>For example, if the frequency is Yearly, then only the columns, which show the yearly total can be edited. There are 4 (quarterly columns) + 12 (monthly columns) in between two yearly columns. There may not be more than 3 yearly columns, these would be the only editable ones.</p>

UI Element	Description
Top 10 Cost Category Groups	The pie chart on the left shows the budget distribution by the top ten category groups with the biggest budgets.
<Right-hand pie chart>	<p>The pie chart on the right shows the top 10 cost categories of the selected group.</p> <ul style="list-style-type: none"> • You cannot define a budget without defining Cost Category groups. • A budget status can be Defined only when at least one Cost Category group has been selected for the budget.
Unit	The unit of measure for the amounts in the budget: Thousands or Millions .
Print	Click to open a dialog box that enables you to print the Consolidated Budget View details.
Export	Click to export the Consolidated Budget View details.
Close	Click to close the dialog box.
Publish	Click to publish, so the Financial Analysts can use the budget in allocation scenarios.

Cost Explorer

An analysis of costs is crucial to budgeting and planning. The Cost Explorer tool provides an interactive multi-dimensional cost analysis where you can easily change the analytics.

With Cost Explorer, you can do these tasks:

- Define the dimensions and measurements you want to view.
- Save multiple configurations of the same scenario.
- Sort the chart order.
- Filter on all dimensions.
- Filter by currency.
- Email the configuration link to others.

To access:

Click the **Finance** tab and then select Cost Explorer.

Learn More

Configuration

A Cost Explorer configuration contains settings that you can define to display chart views of your scenario. You can define multiple configurations for your scenario to provide different views. You can easily change the chart views to provide additional analytics.

Measurements

Cost Explorer enables you to compare cost measurements that provide information about the variance between planned and actual costs. Cost Explorer validates which measurements you can compare.

The analysis can include these measurements:

- Current sum of plan and actual, which is the latest displayed period in the chart.
- Cumulative sum of plan and actual, which contains the amount of all the displayed periods.
- Variance value, which compares the planned and actual costs.
- Percent variance of actual and cumulative values.
- Some measurements cannot be combined with other measurements.

Tasks

This section includes the following tasks:

["Use-Case Scenario" on the next page](#)

["Add a configuration" below](#)

["Edit a scenario configuration" below](#)

["Cost Explorer" on the previous page](#)

["View and analyze a configuration" below](#)

["Sort charts" on the facing page](#)

["Add a filter to a configuration" on the facing page](#)

["Open an Allocation Management scenario in Cost Explorer" on the facing page](#)

Use-Case Scenario

For details see, [Use Case - ITFM - Analyze Allocation Scenarios Using Cost Explorer](#) in the *Getting Started with IT Executive Scorecard*

Add a configuration

1. Click **Finance > Cost Explorer**.
2. Select the relevant scenario in **Select Scenario**.
3. Configure the settings in the Settings tab.

For details, see ["Cost Explorer Page" on the facing page](#).

4. Click **Update Chart** to view the configuration change results.

Note: You can click **Update Chart** at any time to view configuration changes.

5. Click  to save these settings as a new configuration. Enter the name in the dialog box, and click **Save**.

Edit a scenario configuration

1. Click **Finance > Cost Explorer**.
2. Select the relevant scenario in **Select Scenario**.
3. Edit the relevant fields.

For details, see ["Cost Explorer Page" on the facing page](#).

4. Click **Update Chart** to view the configuration change results.

5. Click  to save these settings.

View and analyze a configuration

1. Click **Finance > Cost Explorer**.

2. Select the relevant scenario in **Select Scenario**.
3. Click **Update Chart** to display the configuration and analyze it.

Sort charts

1. Click **Finance > Cost Explorer**.
2. Select the relevant scenario in the **Select Scenario** drop down list.
3. Choose a view to **Sort Charts By** from the drop-down list. This displays the charts in your order of preference.
4. Click **Update Chart** to view the sort results.
5. You can now save the changes.

Add a filter to a configuration

1. Click **Finance > Cost Explorer**.
2. Select the relevant scenario in **Select Scenario**.
3. Select a configuration in the **Configuration** drop-down list.
4. On the **Filters** tab, choose a dimension from the drop-down list and check or uncheck one of the values.
5. Click **Update Chart** to view the results.
6. You can now save the changes.

Open an Allocation Management scenario in Cost Explorer

1. Click **Finance > Allocation Management**.
2. Select the relevant scenario in **List of Scenario**. The scenario status must be **Completed**.
3. Click **Test in Cost Explorer**.

The Cost Explorer page opens in context. You can now view and analyze the scenario.

4. Click **Back to Allocation** to return to the Allocation Management page in context.

UI Description

Cost Explorer Page

The Cost Explorer page enables you to interactively view and filter allocation results in the form of charts that show variance between planned and actual costs, as well as easily configure the chart

views.

Note: In Executive Scorecard, if you navigate to another tab and then return to the Finance tab, the display is not automatically refreshed. To refresh the display, click the Allocation, Budget, or Cost Explorer tab.



<Top Area>

User interface elements are described below (when relevant, unlabeled elements are shown in angle brackets>):

UI Element	Description
Select Scenario	<p>Select the scenario you want to analyze, and for which you want to display the results of the allocation.</p> <p>When you change the selection, the graphs are updated.</p> <p>This dropdown list is displayed when you access Cost Explorer by clicking Finance > Cost Explorer.</p>
Back to Allocation	<p>The button is displayed, when you open Cost Explorer from within the Allocation Management page. Click the button to return, in context, to the Allocation Management tab.</p>

<Left Pane>

User interface elements are described below (when relevant, unlabeled elements are shown in angle brackets>):

UI Element	Description
<Configuration>	Select the relevant configuration. A configuration is a set of selected Y-Axis, X-Axis, and Measurements.
	Save. Click to save the configuration.
	<p>Save as. Click to save the configuration under a different name. The following dialog box opens. Enter the name of the configuration and click Save.</p> 
Update Chart	<p>Click to display the graph once you have selected the configuration you want to analyze.</p> <p>When you change the selection, the currency filter, the sorting or the filters, and you click the Upgrade Chart button the graphs are updated.</p> <p>You can click Update Chart at any time to view configuration changes.</p>

Settings Tab

- **Group by Dimension**

User interface elements are described below (when relevant, unlabeled elements are shown in angle brackets>):

UI Element	Description

<p>Y-Axis</p>	<p>Select the relevant dimension.</p> <p>You can select up to 3 dimensions. The dimensions are grouped in the graph.</p> <p>When you use the grouping option, more than one graph is displayed.</p> <div style="background-color: #f0f0f0; padding: 10px; border: 1px solid #ccc;"> <p>Note: You can use the default dimensions provided in the Finance tab to create your allocations and costs. You can also add your dimensions to the FinancialManagement context and base your allocations and costs on these dimensions. You can also rename the existing dimensions to better reflect your financial environment. These new dimensions or renamed dimensions are listed in this field. For details, see Integration with HP Project and Portfolio Management (PPM) and Impact on ITFM in the <i>Administrator Guide</i>.</p> </div>
<p>X-Axis</p>	<p>Select the relevant dimension. The default is Fiscal Month.</p> <div style="background-color: #f0f0f0; padding: 10px; border: 1px solid #ccc;"> <p>Note: You can use the default dimensions provided in the Finance tab to create your allocations and costs. You can also add your dimensions to the FinancialManagement context and base your allocations and costs on these dimensions. You can also rename the existing dimensions to better reflect your financial environment. These new dimensions or renamed dimensions are listed in this field. For details, see Integration with HP Project and Portfolio Management (PPM) and Impact on ITFM in the <i>Administrator Guide</i>.</p> </div>

- **Measurements**

User interface elements are described below (when relevant, unlabeled elements are shown in angle brackets>):

UI Element	Description
<p>Measurement 1/2/3</p>	<p>Choose up to three measurements from the drop-down lists.</p> <p>The default measurements are Plan and Actual.</p> <p>The measurements can be: Actual, Plan, Variance to Plan, %Variance, Cumulative Actual, Cumulative Plan, Cumulative Variance, Cumulative % Variance.</p> <p>Each measurement is displayed in the graphs using the color indicated in the list of measurements.</p> <p>Some measurements cannot be combined with other measurements.</p>

- **Sort Charts By**

User interface elements are described below (when relevant, unlabeled elements are shown in angle brackets>):

UI Element	Description
Sort By	<p>Select a view from the drop down list. This displays the charts in your order of preference:</p> <p>Alphabetical, Cumulative Actual, Cumulative Plan, Cumulative Variance, Latest Period Actual, Latest Period Plan, Latest Period Variance, Latest Period % Variance, Maximum Actual, Maximum Plan, Maximum Variance, Maximum % Variance, Cumulative % Variance.</p> <p>If all charts have the same sorting score, the charts are sorted alphabetically.</p>

- **Filter Costs by Currency**

User interface elements are described below (when relevant, unlabeled elements are shown in angle brackets>):

UI Element	Description
Show All Costs	<p>Select to display all the costs.</p> <p>This is the default.</p>
Show Costs Subset	<p>Select a specific currency to display only the costs using the selected currency.</p> <p>If no cost exists in the selected currency, the graph is empty.</p>

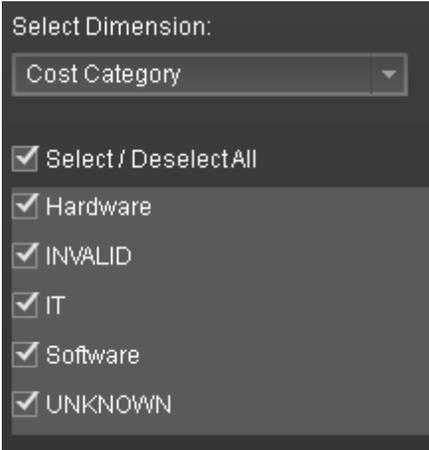
- **Scale**

User interface elements are described below (when relevant, unlabeled elements are shown in angle brackets):

UI Element	Description
Scale	<p>Select the currency scale from the drop down. This can be: Thousands, or Millions.</p>

Filters Tab

User interface elements are described below (when relevant, unlabeled elements are shown in angle brackets):

UI Element	Description
<p>Select Dimension</p>	<p>Select the dimension you want to display in the graph.</p> <p>When you select a dimension, its values are displayed below. Select the values you want to display in the graph. The values that you did not select are filtered out.</p> 

<Right Pane>



User interface elements are described below (when relevant, unlabeled elements are shown in angle brackets>):

UI Element	Description

<p><List of thumbnail graphs></p>	<p>The top section of the graph displays a Rolodex list of thumbnail graphs. Each graph displays for each selected value of the third dimension, for each selected value of the second dimension, and for each selected value of the first dimension you selected in the Y-Axis, bars that represent the values of the selected measures for each value of the selected item in X-Axis.</p> <p>Only 4 thumbnails are displayed if the left pane is open. Up to 6 thumbnails can be displayed if the left pane is closed.</p> <p>For example, if you select:</p> <ul style="list-style-type: none"> • Customer for the first dimension, and the Customer values of A and B. • Second dimension Budget Line and the Budget Line values of Admin Software/Q1, Admin Software/Q2, Admin Software/Q3, Admin Software/Q4 • X-Axis is Fiscal Year. • Measures are Actual and Planned. <p>The top graph displays thumbnail graphs. The graph display the value of Actual and Planned for each Fiscal Year for:</p> <ul style="list-style-type: none"> • Budget Line: Admin Software/Q1 - Customer: A • Budget Line: Admin Software/Q2 - Customer: A • Budget Line: Admin Software/Q3 - Customer: A • Budget Line: Admin Software/Q4 - Customer: A • Budget Line: Admin Software/Q4 - Customer: B • Budget Line: Admin Software/Q1 - Customer: B • Budget Line: Admin Software/Q2 - Customer: B • Budget Line: Admin Software/Q3 - Customer: B
--	---

	<p>Use the arrows to scroll between the thumbnails.</p> <p>When you get to the leftmost thumbnail, the left arrow disappears. When you get to the rightmost thumbnail, the right arrow disappears.</p> <p>The screen dot slider shows the screen or page where you are in the list of thumbnails using dots on the white ribbon.</p> 
<p><Page indicator></p>	<p>When the Rolodex component includes more than one page, to see what page is currently displayed, move the mouse over the arrow (right or left) to display a white ribbon with dots. The white dot indicates the page that is currently displayed (in the example, the second page) and the black dots indicate the number of other pages in the component (one black dot per page). The order of black and white dots indicates the location of the current page in the component.</p> 
<p><Bottom graph></p>	<p>Click a thumbnail to display its expanded graph in the <Bottom graph> area.</p>
<p><Legend></p>	<p>The legend displays the measures you selected in the configuration and the colors associated with them.</p>

<Main Graph>

The main graph displays an expanded version of the graph you selected in the <List of Thumbnail Graphs>. The selected thumbnail is highlighted, for example see the left thumbnail below.



Hover the mouse over a bar to display the values of the X-axis and Y-axis of the bar in a tooltip.



If the configuration you selected displays too many bars to make the graph understandable, bars may be skipped.

View the Financial Performance of Your Organization

You can view the financial performance of your organization using the following Dashboard pages:

- The Cost Distribution Overview page in the Dashboard provides an organization's CIO, IT Financial Manager, IT Financial Analyst, and IT Manager with a view of how their business services, organizations, customers, and programs are doing from the perspective of staying within their defined financial Plan of Record (PoR). For details, see [Cost Distribution Overview Page](#) in the *XS Reports Reference Guide*.
- The Financial Summary Page in the Dashboard provides an organization's CIO, IT Financial Manager, IT Financial Analyst, and IT Manager with a view of how their business services, organizations, customers, and programs are doing from the perspective of staying within their defined financial Plan of Record (PoR). For details, see [Financial Summary Page](#) in the *XS Reports Reference Guide*.
- You can use the Bill of IT Web Intelligence (Webi) report to display the cost of each one of the top 10 business services used by the selected customer during the selected fiscal year. The top 10 business services correspond to the business services with the highest cost. When you refresh the data in the report, you are prompted for the customer name and the fiscal year. For details, see [Bill of IT](#) in the *XS Reports Reference Guide*.
- You can use the Cost of Service Cost Categories Web Intelligence (Webi) report to display, per selected fiscal year, and per selected business service, the cost breakdown by cost category. When you select the report, you are prompted for the business service and the fiscal year. For details, see [Cost of Service Cost Categories Page](#) in the *XS Reports Reference Guide*.
- You can use the Cost of Service CI Types Web Intelligence (Webi) report to display, per selected fiscal year, per selected business service, and per selected cost category, the cost breakdown by CI Type. When you select the report, you are prompted for the business service, the fiscal year, and the cost category. The cost categories are: Hardware, Software, and Licenses. For example, the Hardware cost category may include different CI Types: Computer, Printer, or Server. For details, see [Cost of Service CI Types Page](#) in the *XS Reports Reference Guide*.
- You can use the Cost of Service CI Type Models Web Intelligence (Webi) report to display, per selected fiscal year, business service, cost category, and CI Type, the cost breakdown by Fiscal Year, Business Service, Cost Category, and Model. When you select the report, you are prompted for the business service, the fiscal year, the cost category, and the CI Type. The cost categories are: Hardware, Software, and Licenses. For example, the Hardware cost category may include different CI Types: Computer, Printer, or Server. Each CI Type includes several Models. For details, see [Cost of Service CI Types Models Page](#) in the *XS Reports Reference Guide*.
- You can use the Multi-Dimensional Cost Comparison Analysis Web Intelligence (Webi) report to display, in separate graphs and tables, for each quarter of the selected fiscal years, for the selected Customer/Business Service/Organization/Supplier: The variance in amount between the planned and actual costs of each one of the 10 Customers/Business

Services/Organizations/Suppliers with the highest variance for the selected time period. The variance in percentage between the planned and actual costs of each one of the 10 Customers/Business Services/Organizations/Suppliers with the highest variance for the selected time period. The actual cost of each one of the 10 Customers/Business Services/Organizations/Suppliers with the highest actual cost for the selected time period. The planned cost of each one of the 10 Customers/Business Services/Organizations/Suppliers with the highest planned cost for the selected time period. For details, see [Multi-Dimensional Cost Comparison Analysis Report](#) in the *XS Reports Reference Guide*.

Tasks

Use-Case Scenario

For details see, [Use Case - ITFM - Analyze, in the Dashboard, Financial Data Based on an Allocation](#) in the *Getting Started with IT Executive Scorecard*

We appreciate your feedback!

If you have comments about this document, you can [contact the documentation team](#) by email. If an email client is configured on this system, click the link above and an email window opens with the following information in the subject line:

Feedback on IT Executive Scorecard, 9.40 Financial Analyst User Guide

Just add your feedback to the email and click send.

If no email client is available, copy the information above to a new message in a web mail client, and send your feedback to SW-Doc@hp.com.

