HP Financial Planning and Analysis

For the Windows ® operating systems

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Application User Guide

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Contents

Application User Guide ... 1

Contents ... 7

Financial Planning and Analysis ... 11

- Features ... 11
- Financial Planning and Analysis architecture ... 12

What's new? ... 13

- IT Executive Scorecard and Financial Planning and Analysis portfolio compatibility ... 13
- Budgets ... 14
- Dashboards ... 14
- Installation and configuration ... 14
- Reports ... 14

Working With Financial Planning and Analysis ... 17

- What is Financial Planning and Analysis? ... 17
  - Allocations ... 18
  - Assumptions ... 18
  - Cost data model ... 19
  - Dashboards ... 20
  - FPA data ... 21
  - Prerequisites ... 21
  - Reports ... 22
  - Security roles ... 22

Allocations ... 23

- Cost allocation ... 23
- Budget allocation ... 24
- Metric based allocation ... 24
- Allocation engine ... 25
- 1: Define allocation scenarios ... 25
  - Allocation scenario ... 25

How do I add an allocation scenario? 26
How do I copy an allocation scenario? 27
How do I delete an allocation scenario? 27
How do I filter a list of allocation scenarios? 27
How do I update an allocation scenario? 28
How do I view an allocation scenario? 28
How do I add an allocation stage to a scenario? 28
How do I delete an allocation stage from a scenario? 28
2: Define allocation stages 29
Allocation stage 29
How do I add an allocation stage? 29
How do I delete an allocation stage? 29
How do I reorder allocation stages in a scenario? 30
How do I update an allocation stage? 30
How do I view a list of allocation stages? 30
How do I add an allocation rule to an allocation stage? 30
How do I delete an allocation rule from an allocation stage? 31
3: Define allocation rules 31
Allocation rule 31
How do I add an allocation rule? 31
How do I add Cost Source and Cost Target criteria? 32
To add Cost Source criteria 32
To add Cost Target criteria 33
How do I delete an allocation rule? 34
How do I reorder allocation rules in a stage? 34
How do I update an allocation rule? 34
How do I view an allocation rule? 35
4: View Cost Explorer 35
Cost Explorer 35
Configuration 35
Measures 36
How do I add a configuration? 36

How do I delete a configuration? 37
How do I email a configuration link? 37
How do I update a configuration? 37
How do I view Cost Explorer? 38
How do I view another configuration of the scenario? 38
How do I update a view of cost measures? 38
How do I sort charts? 39
How do I add a filter in Cost Explorer? 39
5: Publish results 40
How do I publish results? 40
How do I unpublish results? 40
Budgeting 41
Budgeting workflow 41
How do I create and define a budget? 43
How do I copy a consolidated budget? 44
How do I update a budget definition? 45
How do I finalize a budget definition? 45
How do I notify cost center managers to ask for their budget data? 45
How do I enter budget data? 46
How do I mark a cost center budget complete? 47
How do I review and accept or reject completed cost center budgets? 47
How do I accept the consolidated budget? 48
How do I publish the consolidated budget? 48
How do I view the consolidated budget? 49
Dashboards 51
Business Service dashboard 51
Customer dashboard 57
Financial Summary dashboard 63
IT Org dashboard 68
Program dashboard 73
Reports 81
Bill of IT 82

Multi-Dimensional Cost Comparison Analysis 82
Service Decomposition by CI Type 83
Service Decomposition by Cost Category 84
Service Decomposition by CI Type Detail 85
Admin 87
Tools 89
Information Portal 89
How do I create a Web Intelligence Report? 89
Use historical data in ad hoc queries 89
How do I create an Xcelsius Flash report? 90
Print 90
Print documentation 91
Glossary 93

Chapter 1

Financial Planning and Analysis

Financial Planning and Analysis (FPA) helps organizations make better IT financial decisions by reducing the effort involved with managing IT finance and giving business the financial transparency it demands. FPA does this by consolidating and allocating planned and actual costs from HP Asset Manager and HP Project and Portfolio Management, and alternate data sources.

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

FPA accelerates time to value by providing a complete business intelligence platform. ITIL-based analytics and dashboards show process and financial performance trends. FPA 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.

Features

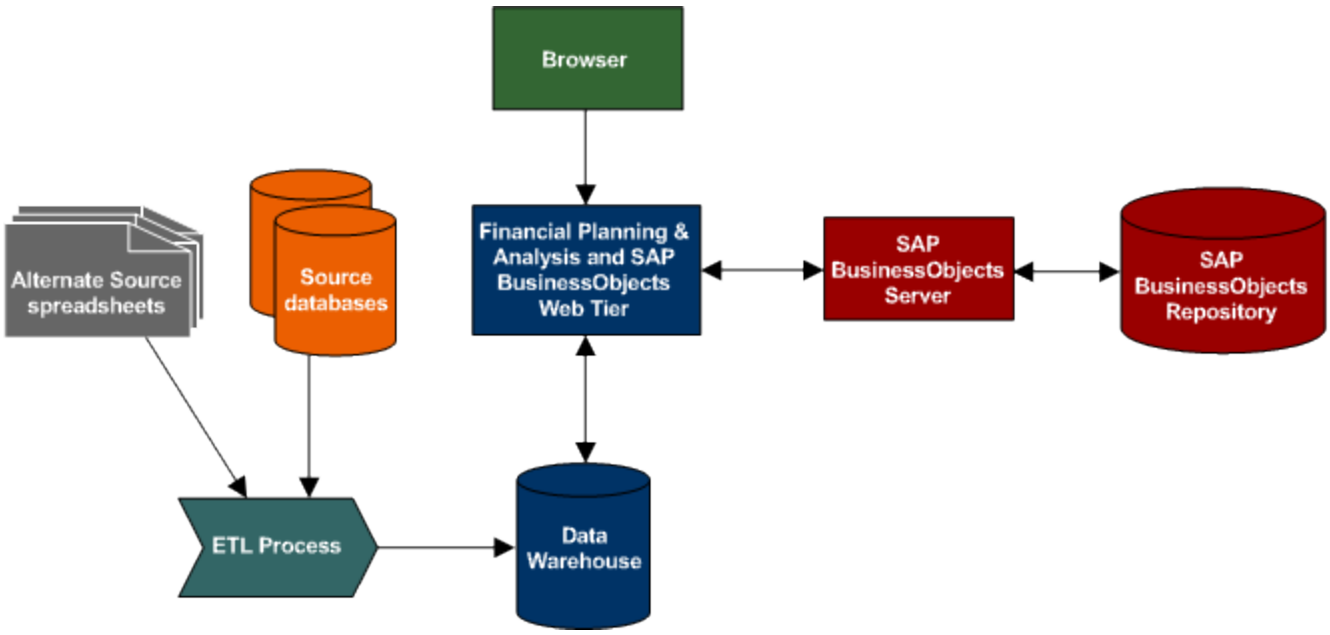
The complete Financial Planning and Analysis package contains different applications that enable management to perform advanced analyses using data extracted from HP applications. Financial Planning and Analysis uses an integrated version of SAP® BusinessObjects Enterprise XI to complete the ETL processes and format out-of-box and ad hoc analytics. The following table summarizes Financial Planning and Analysis features in this release.

Feature	Description
Financial Planning and Analysis (FPA)	Application that provides your IT stakeholders with actionable cost information that supports effective cost containment and investment decisions. It includes IT cost consolidation, IT cost allocation, allocation scenarios, budgeting, IT cost dashboards, Cost Explorer, analytics, and integration with HP Asset Manager, HP Project and Portfolio Management, and alternate source data in Microsoft Excel spreadsheets.
Data	Imports historical incident, project, and financial data into the data warehouse to populate scenarios and analytics. The data warehouse stores data that originates in disparate external applications but undergoes transformation when extracted and consolidated using a newly designed extract, transform, and load (ETL) process managed by the data warehouse.
Application infrastructure	Applications run in a single framework with a single navigation pane that accesses different components, out-of-box analytics, and SAP® Business Objects Enterprise XI in an integrated environment.

Financial Planning and Analysis architecture

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

SAP® BusinessObjects Data Services is the ETL tool that extracts data from your data sources to populate the data warehouse.



Chapter 2

What's new?

HP Financial Planning and Analysis is an integrated part of the HP CIO Solutions portfolio. Financial Planning and Analysis 9.20 is a minor release that contains new features and enhancements. Read the topics in this section to learn more about:

- "IT Executive Scorecard and Financial Planning and Analysis portfolio compatibility" (on page 13)
- "Budgets" (on page 14)
- "Dashboards" (on page 14)
- "Installation and configuration" (on page 14)
- "Reports" (on page 14)

IT Executive Scorecard and Financial Planning and Analysis portfolio compatibility

Addressing IT management's key challenges, HP's IT Executive Scorecard and Financial Planning and Analysis portfolio helps customers cut IT costs, speed delivery of a new services, and align IT for business value.

The data warehouse foundation is based on defined compliance policies to apply the compliance rules for universes, target model, consolidation model and metadata model. You can install HP IT Executive Scorecard and Financial Planning and Analysis on the data warehouse foundation and share data between the products.

The Financial Planning and Analysis application relies on data from Asset Manager or Project and Portfolio Management Financial Management (or both), as well as alternate source data that you provide in Microsoft Excel spreadsheets to produce results. This version of Financial Planning and Analysis adds compatibility with Project and Portfolio Management 9.10.

The HP Project and Portfolio Management Financial Management module generates data about budgets. Extract, Transform, and Load (ETL) processes can extract this data, consolidate it with similar data from other applications, and store it in the data warehouse. Project and Portfolio Management Financial Management typically produces capital and operating planned and actual cost data.

HP Asset Manager generates data about the physical, financial and contractual aspects of IT assets. Extract, Transform, and Load (ETL) processes can extract this data, consolidate it with similar data from other applications, and store it in the data warehouse. Asset Manager typically captures inventory and configuration data about every device and the software installed on those devices.

Budgets

The budgeting tool is a component of Financial Planning and Analysis (FPA) 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 configuration.
- 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 that populate the data warehouse with cost center plans.

Dashboards

This version of Financial Planning and Analysis enhances dashboard support with new capabilities:

- Select year option
- Performance improvement
- Drill through

Installation and configuration

The installation wizard guides you through the steps to install the Financial Planning and Analysis components. The Installation and Configuration guide is interactive, enabling you to select options that describe your configuration of FPA 9.20 and then view or print a customized guide that includes only the requirements and tasks that apply to you.

To obtain the most current version of this guide, visit the product manuals web site at: HP Software Product Manuals.

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Reports

You can use the new Bill of IT analytic to view cost statement summary reports at the customer level.

The analytic can help answer business questions such as these:

- What are the top 10 business services with the highest actual cost?
- What are the actual cost, planned cost, and variance from plan by business service?
- What percent of the actual cost is the business service consuming?

You can use the new Service Decomposition reports to view service cost decompositions by configuration item and cost categories.

The analytics can help answer business questions such as these:

- What are the top 10 configuration item types with the highest actual cost?
- What are the top 10 cost categories with the highest actual cost?
- What are the actual cost, planned cost, and variance from plan by configuration item?
- What is my average cost for computers across all business services and cost categories?
- What percent of my actual costs is for servers?

Chapter 3

Working With Financial Planning and Analysis

Financial Planning and Analysis (FPA) helps organizations make better IT financial decisions by reducing the effort involved with managing IT finance and giving business the financial transparency it demands. FPA does this by consolidating and allocating planned and actual costs from your data sources to help IT manage those costs more effectively.

FPA has these 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.

To start using FPA

First make sure that the application is installed and configured according to the directions in the *Financial Planning and Analysis Installation and Configuration Guide*.

1. Log on to the application web server.
   - Type the Financial Planning and Analysis URL in your browser. For example, type: http://*servername:portnumber*/FPA/
   - Type a valid **Username** and **Password**.
   - Click **Log in**.
2. From the main menu bar, click one of these links:
   - Allocations
   - Budgeting
   - Dashboards
   - Reports

What is Financial Planning and Analysis?

Financial Planning and Analysis (FPA) provides cost visibility for IT. Capable of supporting numerous IT cost dimensions, FPA provides the informational needs of IT management, accounting, and business leaders to help them make better investment and IT decisions and to look for trends in IT cost drivers and budget variance.

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

The Financial Planning and Analysis component has these features:

- **IT cost consolidation:** FPA allows your organization to consolidate planned and actual costs in a single system. It gives IT the big picture as well as the detail it needs to more effectively manage budget performance.
- **IT cost allocation:** With the FPA allocation engine, IT can distribute cost across multiple cost models giving it the ability to analyze budget performance from many angles.
- **Allocation scenarios:** You can create multiple "what-if" allocation scenarios and use the results to compare budget versions against actual costs and budget objectives.
- **Budgeting:** The FPA budgeting feature enables IT finance managers to plan a budget for three different planning time frames: one, two, or three years.
- **IT cost dashboard:** The FPA Dashboard lets your IT executives view planned versus actual performance for IT overall, by customer, by IT organization, by service, by program, and by project. Your IT executives may also see the areas with the highest variance to help them focus their management attention.
- **Cost explorer:** The FPA 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.
- **IT cost analytics:** Through Web Intelligence analytics, users 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. Users 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.

Allocations

The allocation tool is a component of Financial Planning and Analysis (FPA) that enables you to create scenarios that transform cost and budget data into meaningful cost information.

Assumptions

In Financial Planning and Analysis (FPA), allocations are based on predefined assumptions and the business rules of your organization. Actual and planned cost allocations include these common assumptions:

- The financial analyst needs access to 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, the analyst needs access to the fields on that asset record to help determine the proper allocation. FPA 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.
- The financial analyst allocates 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 assumption differences between actual cost allocation and planned cost allocation.

Actual Cost Allocation	Planned Cost Allocation
All actual costs are related to a cost type/category.	Planned costs may be related to a budget.
The financial analyst wants 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.	The financial analyst wants to perform individual allocations rather than allocate costs in bulk.
This release of FPA explicitly supports a cash flow view of costs.	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.
Actual costs are associated with a single date. Using this date, the cost is associated with a financial period.	Planned costs are associated with a financial period.

Cost data model

The Financial Planning and Analysis cost data model is a star schema that consists of a Cost fact table with related dimensions that include these relationships:

- Application
- Base Currency
- Budget
- Budget Line

- Business Service
- Config Item
- Contract
- Cost Category
- Cost Center
- Customer
- Date (Local)
- Date (UTC)
- Discretionary Flag
- Fiscal Period
- IT Functional
- Incurred Person
- Local Currency
- Location
- Opex/Capex Flag
- Organization
- Program
- Project
- Supplier

When defining an allocation stage, you can distribute costs across your business model by these relationships. Each dimension represents another business model or way to manage the costs. This enriches the data in the Cost table.

During the Extract, Transform, and Load (ETL) process, SAP® BusinessObjects Data Services (BODS) gathers the data for some entities from multiple source systems. BODS then consolidates the data into a target data model before loading it into the target layer of the data warehouse.

For more information about target data models and ERDs, see the [ERDs on the manuals site].

For more information the ETL process, see the *Financial Planning and Analysis ETL Reference Guide*. The most current version of this document is available on the product manuals web site at: HP Software Product Manuals

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Dashboards

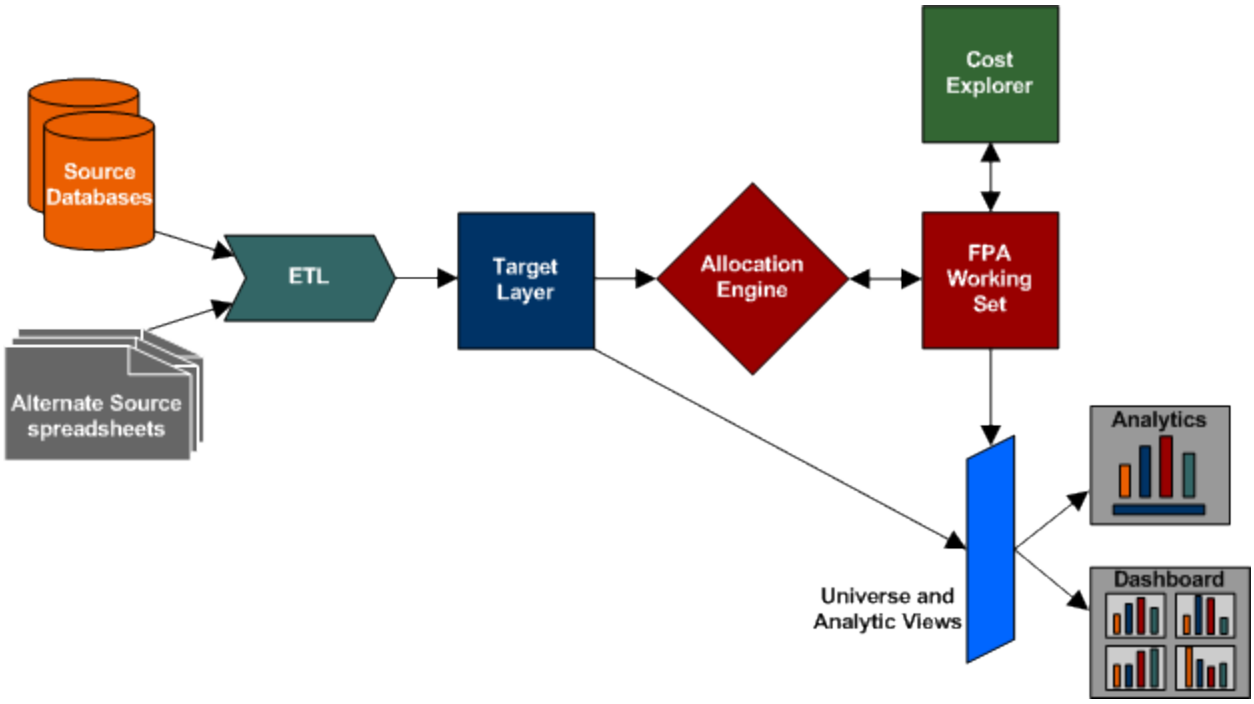
The dashboards let you view actual versus planned performance for customers, IT organizations, business services, and programs. To help focus management attention, you can also use dashboards to view the customers, IT organizations, business services, programs, and cost categories that have the highest positive variance.

FPA data

When you install the Financial Planning and Analysis 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 FPA uses.



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

For more information about running ETL jobs and using data warehouse tools, see the *Data Warehouse Administration Guide*. For more information about FPA data flows, see the *Financial Planning and Analysis ETL Reference Guide*. The most current versions of these documents are available on the product manuals web site at: HP Software Product Manuals

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Prerequisites

Success depends on meeting these prerequisites:

- The data warehouse is installed and accessible.
- Your source database is Asset Manager, Project and Portfolio Management, Business Service Management, Service Manager, or your own proprietary data.

- You understand the assumptions for actual cost allocation and planned cost allocation.
- You define cost allocations using the cost data model.

Reports

You can use the out-of-box Web Intelligence (Webi) reports to view daily updates on actual versus planned performance. You can modify the analytics as necessary to support the specific cost analysis needs of your organization. You can also perform ad hoc analysis of cost data to answer less common questions, while knowing that the data you view is consistent across all users.

Data extracted from Project and Portfolio Management and Asset Manager populates the Multiple Dimensional Cost Comparison Analysis report.

For more information about using Webi reports, refer to the SAP® Business Objects documentation available at the SAP Help Portal (http://help.sap.com) web site.

Security roles

A security role determines what you can do in Financial Planning and Analysis (FPA).

You need at least one of these roles to access FPA. If you have multiple roles, the one with the most access rights has priority.

Role	Allocations	Budgeting	Dashboards	Reports	Admin	Tools
FPA_ADMIN	Read-only	Read-only budget list, view consolidated budget	X	X	X	X
FPA_ANALYTIC		Read-only budget list, view consolidated budget	X	X		X
FPA_BUDGET_ COORDINATOR		X				
FPA_CE_ CONFIG	Read-only		X	X		X
FPA_COST_ CENTER_ MANAGER		X				
DW_ADMIN					X	X

Contact your data warehouse administrator to change your access level. For more information about the budgeting user roles, see "Budgeting workflow" (on page 41).

Chapter 4

Allocations

The allocation tool is a component of Financial Planning and Analysis (FPA) that enables you to create scenarios that transform cost and budget data into meaningful cost information. The scenarios use data gathered from Asset Manager and Project and Portfolio Management.

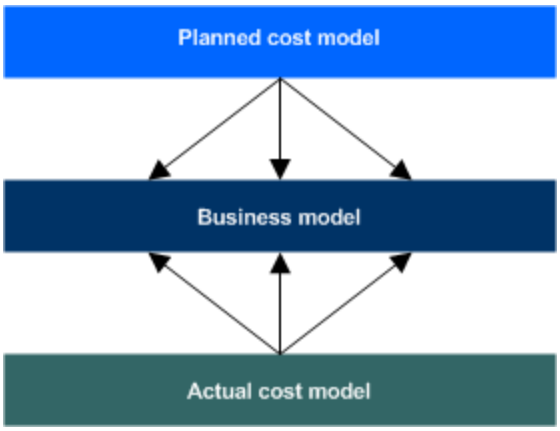
To use allocations

1. From the main menu bar, click **Allocations > Scenarios**.
2. Select the scenario.

Cost allocation

Organizations need to know where they spend money and what areas are driving costs. Costs can be viewed from different perspectives, such as by IT department or programs. Allocation 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.



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. The analyst can change the cost records by defining rules through a series of steps. To manage the Allocation Rules, FPA 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 the target selection, 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.

Budget allocation

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

For example, once a budget gets published to the allocation engine, a Financial Analyst wants to want to break it down by the project, program, or business service. The analyst may create a rule that says if the cost center is abc and the cost category is hardware, then evenly distribute costs across selected business services. The analyst can change the cost records by defining rules through a series of steps. To manage the Allocation Rules, FPA groups rules into Allocation Stages. These stages transform the original budget costs into an enriched set of costs.

- Within a defined stage, the analyst creates a rule statement to define budget allocation rules. The first part of the rule statement, called source selection, involves defining the specific budget cost to be allocated.
- The next part of the rule statement, called the target selection, 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 budget data from different perspectives. By collecting the right information, organizations can manage their budgets better.

Metric based allocation

Costs can be allocated to targets equally, by a fixed percentage, or using metric based allocation.

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.

Example

By using 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 into 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 distribute the costs using the metric values of headcount.

Data for metric based allocation is available from a table that contains information 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 *Financial Planning and Analysis Data Warehouse Administration Guide*

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Allocation engine

The allocation engine is a process that communicates with the Financial Planning and Analysis 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.

1: Define allocation scenarios

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

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 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.

Allocation scenario

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.

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. This enhancement can be as simple as adding a relationship to the cost that does not currently exist, or it can be as complex as 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). The process of enhancing the cost is called cost allocation.

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

How do I add an allocation scenario?

1. From the main menu bar, click **Allocations > Scenarios**.
2. Click **New**.
3. Type an allocation **Scenario name**.
4. Optional. Type a **Description**.
5. Optional. Select **Display on dashboard**. This sets this scenario as the default scenario that the dashboards display. You can have only one default scenario, which is the basis for all financial analytics.
6. Optional. Select **Process new data** to enable the allocation engine to recalculate the costs whenever new data arrives.
7. Set bounds to limit the amount of data to consider for allocation.
   a. Select a **Start** period from the drop-down list.

      For budget allocation scenarios, follow these guidelines when you select the start period:

      - If the budget granularity is yearly, define the allocation scenario starting from the month that the fiscal year starts. For example, the fiscal year starts April 2011, and the budget is defined for April 2011 to April 2012. When you set the start period for the budget allocation scenario, select April 2011.

- If the budget granularity is quarterly, select the first month of the quarter for which you want the budget allocation to start.
- If the budget granularity is monthly, you can select any month in the budget.

b. Select an **End** period from the drop-down list.

Note: You can set **No end period** as the selection. The allocation engine processes the latest period in the data.

8. Click **Save** to add new stages to the allocation scenario.
9. Click **Save and Close** to return to the complete list of allocation scenarios.

How do I copy an allocation scenario?

1. From the main menu bar, click **Allocations > Scenarios**.
2. Click the allocation scenario to be copied.
3. Click **Copy**.
4. Type a unique **New scenario name**.
5. Optional. Type a new scenario **Description**.
6. Click **Copy** to return to the detail page of the copied record.

How do I delete an allocation scenario?

1. From the main menu bar, click **Allocations > Scenarios**.
2. Select the check box for the allocation scenario to be deleted.
3. Click **Delete**.
4. Click **OK** to confirm the deletion.

How do I filter a list of allocation scenarios?

1. From the main menu bar, click **Allocations > Scenarios**.
2. Do one of the following actions:
   - Type a filter value in the text box at the top of the **Scenario name** column.
   - Type a partial filter value.
3. Click **Filter**.

Examples

- If you type *scenario*, Financial Planning and Analysis finds all allocation scenarios that contain the letters **scenario**, such as Allocation**Scenario**001, **Scenario**X, or New**scenario**. A wildcard character is assumed before and after the filter value.
- If you type *scenario**, Financial Planning and Analysis finds all allocation scenarios that begin with the letters **scenario**, such as **Scenario**X.

- If you type **scenario*, Financial Planning and Analysis finds all allocation scenarios that end with the letters **scenario**, such as My**scenario**.

How do I update an allocation scenario?

1. From the main menu bar, click **Allocations > Scenarios**.
2. Click the allocation scenario to be updated.
3. Edit any field. You can also add, delete, and reorder stages in this scenario.
4. Click **Save** to update this scenario.
5. Click **Save and Close** to return to the complete list of allocation scenarios.

How do I view an allocation scenario?

1. From the main menu bar, click **Allocations > Scenarios**.
   From this list, you can add, delete, or filter an allocation scenario.
2. To view the details for any allocation scenario, or copy an allocation scenario, click the allocation scenario.

How do I add an allocation stage to a scenario?

1. From the main menu bar, click **Allocations > Scenarios**.
2. Click the allocation scenario.
3. To add a planned cost or an actual cost stage:
   a. On the **Planned Cost Stages** or **Actual Cost Stages** tab, click **New**.
   b. Type an allocation **Stage name**.
   c. Optional. Type a **Description**.
   d. Choose the **Target dimension** from the drop-down list.
   e. Optional. Select **Pass remaining costs to the next stage** to calculate all costs.

      Note: Costs carry forward from stage to stage. If all costs are not allocated, the unallocated costs are not included in the calculation.
   f. Click **Save** to add allocation rules to the stage.
   g. Click **Save and Close** to return to the allocation scenario detail page to view the list of cost stages.

How do I delete an allocation stage from a scenario?

1. From the main menu bar, click **Allocations > Scenarios**.
2. Click the allocation scenario that has the stage to be deleted.
3. On the **Planned Cost Stages** or **Actual Cost Stages** tab, select the check box for the allocation stage to be deleted.

4. Click **Delete**. This action deletes the cost stage, refreshes the stage list for this scenario, and causes the allocation engine to recalculate.
5. Click **OK** to confirm the deletion.

2: Define allocation stages

An allocation stage distributes costs across your business model. It enriches the data in the Cost table by adding relationships, or dimensions, with special criteria called allocation rules.

When adding multiple stages to an allocation scenario, Financial Planning and Analysis calculates the information incrementally. The second stage uses the result of the first stage to add relationships.

The goal is to implement rules that relate all costs to the chosen relationship. Complete coverage provides the richest analysis. If the rule set does not include all of the costs, the system provides a method to allocate the remaining costs.

Allocation stage

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.

How do I add an allocation stage?

1. From the main menu bar, click **Allocations > Scenarios**.
2. Click the allocation scenario.
3. To add a planned cost or an actual cost stage:
   a. On the **Planned Cost Stages** or **Actual Cost Stages** tab, click **New**.
   b. Type an allocation **Stage name**.
   c. Optional. Type a **Description**.
   d. Choose the **Target dimension** from the drop-down list.
   e. Optional. Select **Pass remaining costs to the next stage** to calculate all costs.

      Note: Allocated costs always carry forward from stage to stage. If all costs are not allocated, the unallocated costs from this stage are not included in the available cost pool for the next stage's allocation. Selecting “pass remaining costs to the next stage” ensures that ALL costs are carried forward to the next stage, regardless of whether they were re-allocated by an allocation rule in this stage.

   f. Click **Save** to add allocation rules to the stage.
   g. Click **Save and Close** to return to the allocation scenario detail page to view the list of cost stages.

How do I delete an allocation stage?

1. From the main menu bar, click **Allocations > Scenarios**.
2. Click the allocation scenario that has the stage to be deleted.

3. On the **Planned Cost Stages** or **Actual Cost Stages** tab, select the check box for the allocation stage to be deleted.
4. Click **Delete**. This action deletes the cost stage, refreshes the stage list for this scenario, and causes the allocation engine to recalculate.
5. Click **OK** to confirm the deletion.

How do I reorder allocation stages in a scenario?

1. From the main menu bar, click **Allocations > Scenarios**.
2. Click the allocation scenario that has the stages to be reordered.
3. On the **Planned Cost Stages** or **Actual Cost Stages** tab, select the check boxes for the allocation stages to be reordered.
4. Click **Move Up** or **Move Down** to change the order. This action refreshes the list sequence.

The allocation engine recalculates the cost based on the new order.

How do I update an allocation stage?

1. From the main menu bar, click **Allocations > Scenarios**.
2. Click the allocation scenario that has the stage to be updated.
3. On the **Planned Cost Stages** or **Actual Cost Stages** tab, click the allocation stage to be updated.
   a. Edit any field.
   Note: You cannot change the Target dimension when it has rules. To change the Target dimension, you must first delete all rules from the Allocation Stage detail page.
   b. Click **Save** to add, delete, update, or reorder rules to this stage.
   c. Click **Save and Close** to return to the Allocation Scenario detail page to view the list of stages.

How do I view a list of allocation stages?

1. From the main menu bar, click **Allocations > Scenarios**.
2. Click the allocation scenario that has the allocation stages to be viewed. On the **Actual Cost Stages** tab and the **Planned Cost Stages** tab, you can view the list and add, delete, update, or reorder allocation stages.
3. To view the details for any allocation stage, or add a new rule to the stage, click the allocation stage.

How do I add an allocation rule to an allocation stage?

1. From the main menu bar, click **Allocations > Scenarios**.
2. Click the allocation scenario of the associated stage with the rule to be added.
3. On the **Planned Cost Stages** tab or the **Actual Cost Stages** tab, click an existing allocation stage.

4. Above the **Rule name** column, click **New**.
5. Type an allocation **Rule name**.
6. Optional. Type a **Description**.

   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.
7. Click **Save** to add Cost Source and Cost Target information.
8. Click **Save and Close** to return to the Allocation Stage detail page to view the list of rules.

How do I delete an allocation rule from an allocation stage?

1. From the main menu bar, click **Allocations > Scenarios**.
2. Click the allocation scenario of the associated stage with the rule to be deleted.
3. On the **Planned Cost Stages** or **Actual Cost Stages** tab, click the stage with the rule to be deleted.
4. Select the check box for the allocation rule to be deleted.
5. Click **Delete**. This action deletes the rule from this stage. The allocation engine recalculates the cost for the scenario.

3: Define allocation rules

Allocation rules enable you to create a link between planned and actual costs for the purpose of comparison. The allocation rule interface helps you build valid rules quickly and easily.

After creating a rule, the allocation engine calculates the results. A status bar indicates how much of the costs are allocated. The goal is to implement rules that relate all costs to the chosen relationship.

Rules can transform the data. A bar chart displays the cost relationships before and after allocation. Light green bars indicate that costs were assigned prior to allocation. Aqua bars indicate post-allocation costs.

Allocation rule

An allocation rule provides a way to create new records that reflect cost changes without altering the original cost records. A rule describes which costs to retrieve and how to assign the costs, thus enriching the cost information.

For example, you can define Rule1 to find all costs that have a relationship with a project. Any costs that meet the criteria are assigned to the project. You can then define Rule2 to split the costs across a project. The results of these rules help you make better business decisions.

How do I add an allocation rule?

1. From the main menu bar, click **Allocations > Scenarios**.
2. Click the allocation scenario of the associated stage with the rule to be added.

3. On the **Planned Cost Stages** tab or the **Actual Cost Stages** tab, click an existing allocation stage.
4. Above the **Rule name** column, click **New**.
5. Type an allocation **Rule name**.
6. Optional. Type a **Description**.

   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.
7. Click **Save** to add Cost Source and Cost Target information.
8. Click **Save and Close** to return to the Allocation Stage detail page to view the list of rules.

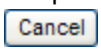
How do I add Cost Source and Cost Target criteria?

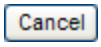
You must define and save the information from the Cost Source and Cost Target tabs to complete creating the rule.

The Cost Source tab enables you to create a rule representing a Boolean expression similar to a Where clause in a SQL statement. Using the drag-and-drop operation, you can determine what basic cost records to consider for the allocation.

To add Cost Source criteria

1. From the main menu bar, click **Allocations > Scenarios**.
2. Click the allocation scenario of the associated allocation stage containing the rule to be defined.
3. On the **Planned Cost Stages** or **Actual Cost Stages** tab, click an existing allocation stage.
4. Click an existing rule.
5. On the **Cost Source** tab, drag a cost object from the **Cost model tree** menu and drop it in the **Cost selection criteria** area. The expression is in Edit mode.
   - Click the down arrow in the first field to change the source data table or column name.
   - Click the down arrow in the second field to change the operator.
   - If applicable, click the down arrow in the third field to select another value. If the dimension has too many values, click the Search icon.
     - Type a value in the text box.
     - Click the Search icon.
     - Select the items to include in the filter.
     - Click **Select**.
6. Do one of the following actions:
   - Click **Save** at the end of the expression to save it.
   - Click **Cancel** at the end of the expression to remove it.

- Click **Cancel** at the top of the page to return to the list of rules for this stage without saving any expressions. 

7. Roll the cursor over any expression to view **Edit** and **Remove** icons.
   - Click **Edit** at the end of the expression to make changes.
   - Click **Remove** at the end of the expression to delete it.
   - Click **Cancel** at the top of the page to return to the list of rules for this stage without saving any expressions. 

8. Continue the drag-and-drop operation until the rule is complete. You can drag an object to one of four drop zones:
   - An empty work area.
   - Within the grouping box that encloses expressions joined by conjunctions.
   - Outside the grouping boxes.
   - Onto an existing expression.
9. Click **AND** to change it to **OR** to group the expressions into a new group box. You can change **OR** to **AND** by clicking it.

The Cost Target tab enables you to distribute costs to your target equally, by a fixed percentage, or using metric allocation. The allocation options are Equally and By percentage.

To add Cost Target criteria

1. Click the **Cost Target** tab.
2. From the **Allocate costs** drop-down list, select the allocation type.
   - **Equally:** Distributes amounts evenly. For example, you have Dept1 and Dept2. The allocation engine allocates 50% of each cost row to Dept1 and 50% of each cost row to Dept2. If you specify only one target, 100% of the costs are allocated to that target.
   - **By percentage:** Distributes by entering the proportion for each value. For example, you select 70% for Dept 1 and 30% for Dept 2. The allocation engine allocates 70% of each cost row to Dept 1 and 30% of each cost row to Dept 2.
   - **Metric based - selected targets:** Distributes costs by the dimension names selected from the list of objects in the target dimension. You must then select a Metric Name from the drop-down list. For example, you select the Organization dimension with Corporate Finance and Corporate IT as the selected target values and Headcount as the metric name. In this case, the allocation engine distributes costs based on the headcount of these two targets.
   - **Metric based - all targets:** Distributes costs to all targets listed in the target dimension. The target value list no longer appears on the page. You must then select a Metric Name from the drop-down list. For example, you select all targets of the Organization dimension and Headcount as the metric name, The allocation engine distributes costs based on the headcount to every target in the Organization dimension.
3. If you selected metric based allocation, choose the **Metric Name** from the drop-down list. The metric table of the selected dimension provides the list of metric names.

4. From the **Target dimension** column on the left, select the records that you want to add to the **Target value** column on the right. You can select multiple records by holding the Ctrl key and selecting the check boxes next to the records to add. The bottom of the column displays the total number of records for the dimension. You can do the following actions:
   - If there are 10 or fewer records, select the records to add to the target value and click the right arrows.
   - If there are more than 10 records, select the records to add on each page and click the right arrows. To navigate to other pages, you can click the next arrow or type a page number at the bottom of the column.
   - Type a value in the textbox and click **Filter** to narrow the record search.
   - To remove a target value, click the check box beside the record, then click the left arrows.
5. Click **Save** to save Cost Source and Cost Target information.
6. Click **Save and Close** to return to the Allocation Stage detail page to view the list of rules.

How do I delete an allocation rule?

1. From the main menu bar, click **Allocations > Scenarios**.
2. Click the allocation scenario of the associated stage with the rule to be deleted.
3. On the **Planned Cost Stages** or **Actual Cost Stages** tab, click the stage with the rule to be deleted.
4. Select the check box for the allocation rule to be deleted.
5. Click **Delete**. This action deletes the rule from this stage. The allocation engine recalculates the cost for the scenario.

How do I reorder allocation rules in a stage?

1. From the main menu bar, click **Allocations > Scenarios**.
2. Click the allocation scenario of the associated stage with the allocation rules to be reordered.
3. On the **Planned Cost Stages** or **Actual Cost Stages** tab, click the allocation stage with the allocation rules to be reordered.
4. Select the rules to reorder.
5. Click **Move Up** or **Move Down** to change the order. This action refreshes the list sequence.

The allocation engine recalculates the cost based on the new order.

How do I update an allocation rule?

1. From the main menu bar, click **Allocations > Scenarios**.
2. Click the allocation scenario of the associated stage with the rule to be updated.
3. On the **Planned Cost Stages** or **Actual Cost Stages** tab, click the stage with the rule to be updated.
4. Click the allocation rule to be updated.

5. Edit any field on the detail page, Cost Source tab, or Cost Target tab.
6. Click **Save** to save the changes.
7. Click **Save and Close** to return to the Allocation Stage detail page to view the list of rules.

The allocation engine recalculates the cost data when the cost source or cost target criteria are modified.

How do I view an allocation rule?

1. From the main menu bar, click **Allocations > Scenarios**.
2. Click the allocation scenario of the associated allocation stage that has the rule to be viewed.
3. Click the allocation stage that has the rule to be viewed.
   From this list, you can add, delete, or reorder an allocation rule.
4. To view the details for any allocation rule, click the allocation rule.

4: View Cost Explorer

The Cost Explorer tool enables you to interactively view and filter allocation results in the form of charts that show variance between planned and actual costs. With Cost Explorer, you can easily configure the chart views, providing the IT organization new insight and better alignment with the business it supports.

Cost Explorer is accessible from an allocation scenario.

Cost Explorer

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

With Cost Explorer, you can do these tasks:

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

Cost Explorer provides the ability to examine the results of allocated costs and view variance between planned and actual costs.

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. The default configuration includes these settings:

- Fiscal month on the x-axis
- Plan and actual cost allocations

- Reference currency from the source data

You can easily change the chart views to provide additional analytics.

Measures

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

The analysis can include these measures:

- 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.

How do I add a configuration?

1. From the main menu bar, click **Allocations > Scenarios**.
2. Under **Actions**, click **Cost Explorer** for the scenario with the configuration to be added.
3. Configure the settings.
   a. On the **Settings** tab, choose a dimension from the **Group by these dimensions (y-axis)** drop-down list. You can choose up to three unique dimensions.
   b. Choose one dimension from the **And (x-axis)** drop-down list. The default is **Fiscal Month** .
   c. Choose up to three measures from the **Use these measures** drop-down list. The default measures are **Plan** and **Actual**.
   d. To assign a different color to the measure, click the color icon next to the measure and select a color.
   e. Choose a view to **Sort charts by** from the drop-down list. This displays the charts in your order of preference.
   f. Choose the currency type from **Filter costs by currency** . The default is **Show all costs (reference currency)**. You can choose a different currency from the **Show cost subset** drop-down list.
   g. Choose a value from the **Use this scale** drop-down list. The currency scale can be thousands or millions.
   h. Choose a value from the **Chart height** drop-down list to change the size of the chart.
4. On the **Filters** tab, choose a dimension from the drop-down list and do one of the following steps:
   a. Select the values from the drop-down list to display on the chart.
   b. If the dimension has too many values to list, click the **Search** icon.
      i. Type a value in the text box.
      ii. Click **Search**.

iii. Select the items to include in the filter list.

iv. Click **Select** to add the items to the filter list.

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

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

6. Click **Save as** to save these settings as a new configuration.
   a. Type the name.

   b. Click **OK**.

   c. Click **OK** to confirm the new configuration.

7. Optional. Click **Email Link** to send the configuration URL to another user. The recipient must have a valid user name and password to access the configuration.

How do I delete a configuration?

1. From the main menu bar, click **Allocations > Scenarios**.
2. Under **Actions**, click **Cost Explorer** for the scenario with the configuration to be deleted.
3. Select the configuration to be deleted in the **Default Configuration** drop-down list.
4. Click **Delete**.
5. Click **OK** to confirm the deletion.

How do I email a configuration link?

1. From the main menu bar, click **Allocations > Scenarios**.
2. Under **Actions**, click **Cost Explorer** for the scenario with the configuration link to be sent.
3. Select a configuration in the **Default Configuration** drop-down list.
4. Click **Email Link** to send the configuration URL to another user. The recipient must have a valid user name and password to access the configuration.

How do I update a configuration?

1. From the main menu bar, click **Allocations > Scenarios**.
2. Under **Actions**, click **Cost Explorer** for the scenario to be updated.
3. Choose a configuration in the **Default Configuration** drop-down list.
4. Edit any field.
5. Click **Update Chart** to view the configuration change results.
6. Do one of the following actions:
   a. Click **Save** to save the current settings for this configuration.

   b. Click **Save as** to add these settings as a new configuration.
      i. Type the name.

      ii. Click **OK**.

7. Click **OK** to confirm.
8. Optional. Click **Email Link** to send the configuration URL to another user. The recipient must have a valid user name and password to access the configuration.

How do I view Cost Explorer?

1. From the main menu bar, click **Allocations > Scenarios**.
2. Under **Actions**, click **Cost Explorer** for the scenario to be viewed.

   From this view you can add, delete, save, or update a configuration. You can send the configuration URL to another user.
3. If you edit any field on the **Settings** or **Filters** tab, click **Update Chart** to view the configuration change results.

How do I view another configuration of the scenario?

1. From the main menu bar, click **Allocations > Scenarios**.
2. Under **Actions**, click **Cost Explorer** for the scenario with the configuration to be viewed.
3. Select a configuration in the **Default Configuration** drop-down list. From this view you can add, delete, save, or update a configuration. You can send the configuration URL to another user.
4. If you edit any field on the **Settings** or **Filters** tab, click **Update Chart** to view the configuration change results.

How do I update a view of cost measures?

1. From the main menu bar, click **Allocations > Scenarios**.
2. Under **Actions**, click **Cost Explorer** for the scenario to be updated.
3. Choose a configuration in the **Default Configuration** drop-down list.
4. Choose up to three measures from the **Use these measures** drop-down list. The default measures are **Plan** and **Actual**.
5. Click **Update Chart** to view the results.
6. Do one of the following actions:
   a. Click **Save** to save the current settings for this configuration.
   b. Click **Save as** to save these settings as a new configuration.
      i. Type the name.
      ii. Click **OK**.
7. Click **OK** to confirm.
8. Optional. Click **Email Link** to send the configuration URL to another user. The recipient must have a valid user name and password to access the configuration.

How do I sort charts?

1. From the main menu bar, click **Allocations > Scenarios**.
2. Under **Actions**, click **Cost Explorer** for the scenario with the charts to be sorted.
3. Choose a view to **Sort charts by** from the drop-down list. This displays the charts in your order of preference. You can sort charts by these parameters:
   - Default. Alphabetical by the y-axis
   - Cumulative actual, plan, or variance values
   - Maximum actual, plan, variance, or % variance values

   Note: If all charts have the same sorting score, the charts are sorted alphabetically.
4. Click **Update Chart** to view the sort results.
5. Do one of the following actions:
   a. Click **Save** to save the current settings for this configuration.
   b. Click **Save as** to save these settings as a new configuration.
      i. Type the name.
      ii. Click **OK**.
6. Click **OK** to confirm.
7. Optional. Click **Email Link** to send the configuration URL to another user. The recipient must have a valid user name and password to access the configuration.

How do I add a filter in Cost Explorer?

1. From the main menu bar, click **Allocations > Scenarios**.
2. Under **Actions**, click **Cost Explorer** for the scenario with a filter to be added.
3. Choose a configuration in the **Default Configuration** drop-down list.
4. On the **Filters** tab, choose a dimension from the drop-down list.
5. Do one of the following actions:
   a. Select the values from the drop-down list to display on the chart.
   b. If the dimension has too many values to list, click the **Search** icon.
      i. Type a partial value in the text box.
      ii. Click **Search**.
      iii. Click **Select** to add the items to the filter list.
6. Click **Update Chart** to view the results.
7. Do one of the following actions:
   a. Click **Save** to save the current settings for this configuration.
   b. Click **Save as** to save these settings as a new configuration.
      i. Type the name.
      ii. Click **OK**.
8. Click **OK** to confirm.

9. Optional. Click **Email Link** to send the configuration URL to another user. The recipient must have a valid user name and password to access the configuration.

5: Publish results

By publishing results to the data warehouse after you create an allocation scenario, the rules become available to the data warehouse for continuous processing. The Extract, Transform, and Load (ETL) process loads data from the original cost table and creates new records in a separate environment.

A status box indicates the state of your request and what actions are available. For example, when the state is Publication Requested, you can cancel the request.

Status	Available Action
Publish Requested	Cancel
Publish started {date/time}	Unpublish
Published {date/time}	Unpublish
Unpublish Requested	Cancel
Unpublished started {date/time}	Publish

When you first create the scenario, it is in unpublished mode. You can continue to update the scenario in this mode.

How do I publish results?

1. From the main menu bar, click **Allocations > Scenarios**.
2. Click the allocation scenario to be published.
3. In the **Publishing status** box, click **Publish**. The publication start date and time appear in the Publishing status box when the Extract, Load, and Transform (ETL) process begins.

   Note: You cannot update the scenario during this process.

How do I unpublish results?

1. From the main menu bar, click **Allocations > Scenarios**.
2. Click the allocation scenario to be unpublished.
3. In the **Publishing status** box, click **Unpublish**. The unpublication start date and time appear in the Publishing status box when the Extract, Load, and Transform (ETL) process begins.

Budgeting

The budgeting tool is a component of Financial Planning and Analysis (FPA) 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 configuration.
- 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 that populate the data warehouse with cost center plans.

To use budgets

1. From the main menu bar, click **Budgeting** > **Budgets**.
2. Select an option.

Budgeting workflow

The tasks that you complete in the budgeting workflow depend on the Financial Planning and Analysis (FPA) user group that you are assigned to. The table below describes the FPA budgeting user roles and responsibilities:

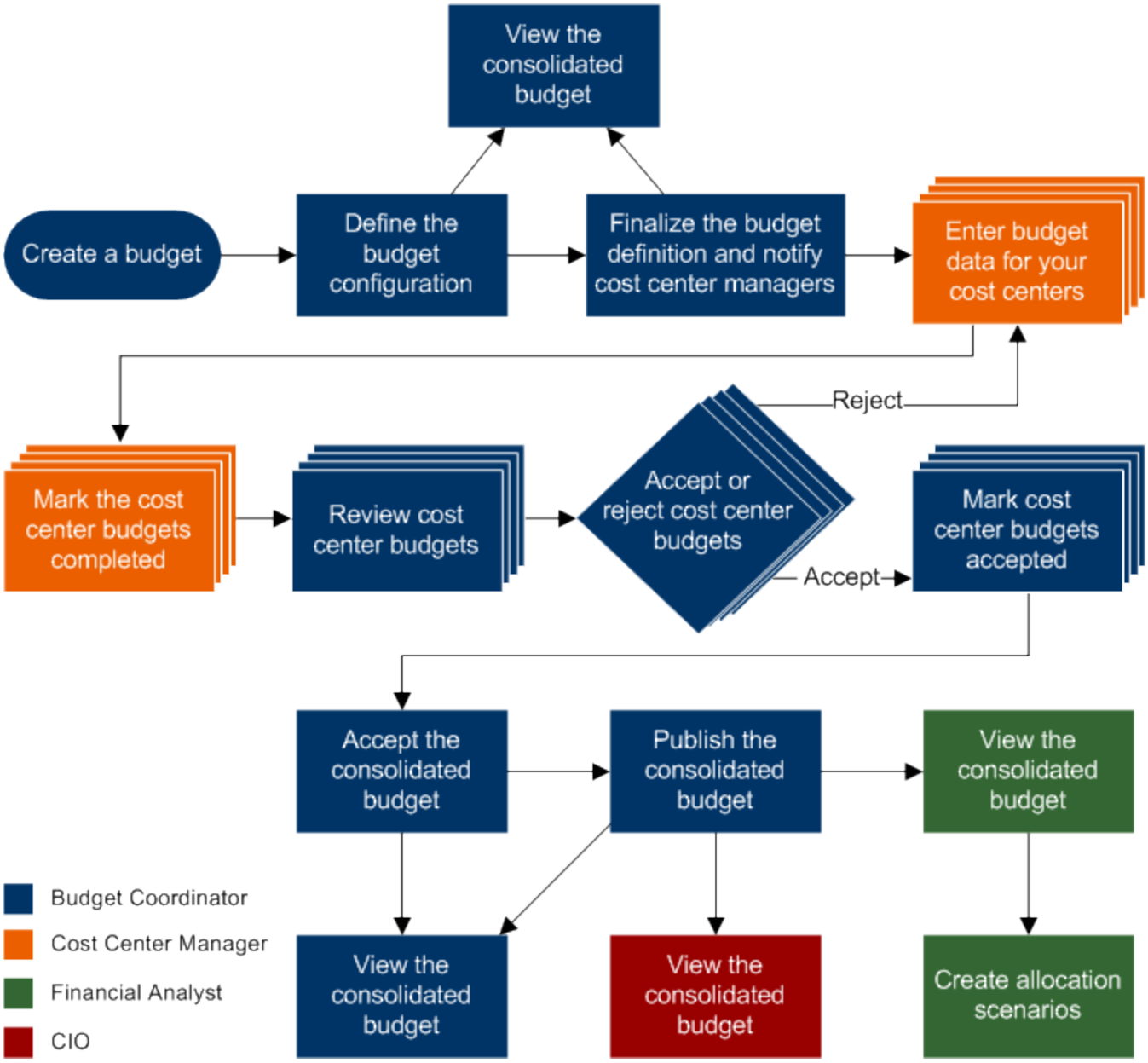
Budgeting user roles and responsibilities

User role	Assigned role in FPA	Responsibility
Budget Coordinator	FPA_BUDGET_COORDINATOR	Defines the budget configuration. Notifies the cost center managers to populate the budget line items, follows up with cost center managers for timely update of budgets, and reviews the input from all included cost centers. Publishes the budget to use in allocation scenarios.
Cost Center Manager	FPA_COST_CENTER_MANAGER	The source for the budgeting data. Receive notifications from the Budget Coordinator that budget data is needed for your cost centers.

User role	Assigned role in FPA	Responsibility
		Enter budget data using the FPA application or export the budget template to Microsoft Excel and work offline.
Financial Analyst	FPA_ADMIN	Use published budgets in allocation scenarios. For information about the other FPA features that a Financial Analyst has access to, see "Security roles" (on page 22).
CIO, CFO	FPA_ANALYTIC	View the consolidated budget.

The graphic below illustrates the budgeting workflow. The colors indicate which user is responsible for completing the task.

Budgeting workflow



How do I create and define a budget?

You can create and define budgets if you have FPA Budget Coordinator privileges.

1. From the main menu bar, click **Budgeting** > **Budgets**.
2. Click **New**.
3. Complete these required fields:

a. Type a budget **Name**.

b. From the **Time Frame (years)** drop-down list, select the number of years in the budget plan.

c. From the **Start Period** drop-down list, select the fiscal year that the budget starts.

d. From the **Frequency** drop-down list, select the granularity for budget data entry. If you select Monthly, Cost Center Managers can enter budget amounts for each month. If you select Quarterly, Cost Center Managers can enter budget amounts for each quarter, but they cannot edit amounts by month. And if you select Yearly, Cost Center Managers can enter budget amounts for each year, but they cannot edit amounts by quarter or month.

e. From the **Unit of Measure** drop-down list, select the unit of measure for the amounts in the budget.

4. Click **Save**.
5. Add Cost Centers to the budget:
   a. Click the **Cost Centers** tab if necessary.

   b. Select a cost center in the Source pane. Press ctrl and click to select multiple cost centers.

   c. Click **Include >**. FPA moves the selected cost center or cost centers to the Target pane and includes these cost centers in the budget.

   d. Repeat steps a – c for each cost center that you want to add to the budget.

   e. Click **Save**.
6. Create the cost category groups that you want to include in the budget:
   a. Click the **Cost Categories** tab.

   b. Click **Create Group***. FPA adds a New Group folder in the Target pane on the right.

   c. Type a name for the cost category group. For example, Hardware.

   d. Repeat steps a – c to create additional cost category groups.
7. Add cost categories to the cost category groups:
   a. Click the group for which you want to add cost categories.

   b. Select a cost category in the Source pane. Press crtl and click to select multiple cost categories.

   c. Click **Include >**. FPA moves the cost category or cost categories to the selected group.

   d. Repeat steps a – c for each cost category group.
8. Click **Save**.
9. Click **Close** if you want to save a draft budget that you can edit. Or click **Finalize** if you know that you will not change the budget.

How do I copy a consolidated budget?

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

1. From the main menu bar, click **Budgeting** > **Budgets**.
2. Select the budget that you want to copy.
3. Click **Copy as**.
4. Type a name for the new budget and make and appropriate changes to the fields.

How do I update a budget definition?

You can edit budget definitions for budgets that are in Draft status if you have FPA Budget Coordinator privileges.

1. From the main menu bar, click **Budgeting** > **Budgets**.
2. In the Action column click the **Edit** icon next to the budget that you want to edit.
3. Edit any field.
4. Click **Save**.

How do I finalize a budget definition?

You can finalize budget definitions if you have FPA Budget Coordinator privileges.

1. From the main menu bar, click **Budgeting** > **Budgets**.
2. In the Action column click the **Edit** icon next to the cost center budget that you want to finalize.

   The New/Edit Budget screen opens.
3. Click **Finalize**.
4. Click **OK** to confirm that you want to finalize the budget.

   FPA closes the New/Edit Budget screen. The budget status remains Defined.

How do I notify cost center managers to ask for their budget data?

If you have FPA Budget Coordinator privileges, you can notify cost center managers to complete their budgets.

1. From the main menu bar, click **Budgeting > Budgets**.
2. In the Action column on the top pane, click the **Notify** icon next to the budget that you want to accept.

   The Notification Management screen opens.
3. Select the cost centers that you want to notify.
4. You can edit the Manager Name and Manager Email if necessary. However, note that changing the Manager Name or email address transfers ownership of the cost center budget to the manager that you list.

5. Click **Next >**. FPA displays a draft email to the cost center manager(s) for the cost center(s) that you selected. You can edit the email.
6. Click **Send**.

How do I enter budget data?

If you have FPA Cost Center Manager privileges, you can use the FPA application or Microsoft Excel to enter budget data into the budgets for your cost centers.

1. From the main menu bar, click **Budgeting** > **Budgets**.
2. Click the **Cost Centers** tab to view the cost centers for which you can enter budget data.
3. In the Action column click the **Edit** icon next to the cost center budget that you want to edit.

   The Administrative screen opens and enables you to enter budget data. Each cost center group that you are responsible for becomes a tab in the data entry table. You can view a summary for all cost center groups by clicking the Summary tab.
4. Decide how you want to enter budget data and then enter the data:
   - To enter budget data using the FPA user interface:
     i. Click the tab for the cost category group that you want to enter data for. Depending on the frequency that the Budget Coordinator chose for this budget, you can enter data for each month, quarter, or year.
     ii. Click a cell in the row for a cost category. If the frequency for the budget is Monthly, you can edit the cells for each month. If the frequency for the budget is Quarterly, you can edit the cells for each quarter. If the frequency for the budget is Yearly, you can edit the cells for each year.
     iii. Type the appropriate amounts for each time period for each cost category. You can expand or collapse columns by clicking + or – in the column headings. You can view the chart above the data entry table to see a visual representation of the amounts that you enter. You can also view this chart to see how the budget costs that you enter compare to the actual cost of the budgets from the previous time period.
     iv. Click **Save**.
     v. Click **Close** if you want to save a draft cost center budget that you can edit. Or click **Mark Complete** if you know that you will not change the budget.
     vi. Repeat steps i – v for each cost category group.
   - To enter budget data using Microsoft Excel:
     i. Click **Export**.
     ii. Click **Save** in the Export Budget Data dialog box, and then select a location to save the .xls file. You can rename this file.
     iii. Open the spreadsheet that you saved in the previous step. Each cost category group becomes a tab in the file.

iv. Click the tab for the cost category group that you want to enter data for. Depending on the frequency that the Budget Coordinator chose for this budget, you can enter data for each month, quarter, or year.

v. Type the appropriate amounts for each time period for each cost category. Follow these guidelines when you edit budget spreadsheets:
   - 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.

vi. Save and close the spreadsheet.

vii. Return to FPA and open the cost center that corresponds to the spreadsheet that you saved.

viii. Click **Import**.

ix. Select the spreadsheet for the cost center and click **Open**. FPA imports the data from the spreadsheet.

x. Click **Save**.

xi. Click **Close** if you want to save a draft cost center budget that you can edit. Or click **Mark Complete** if you know that you will not change the budget.

xii. Repeat steps i – xi for each cost center.

How do I mark a cost center budget complete?

You can mark cost center budgets complete if you have FPA Cost Center Manager privileges.

1. From the main menu bar, click **Budgeting** > **Budgets**.
2. Click the **Cost Centers** tab.
3. In the Action column click the **Edit** icon next to the cost center budget that you want to mark complete.
4. Click **Mark Complete**.
5. Click **OK** to confirm that you want to mark the cost center budget complete.
6. Click **Close** to close the cost center budget.

How do I review and accept or reject completed cost center budgets?

You can review and accept or reject completed cost center budgets if you have FPA Budget Coordinator privileges.

1. From the main menu bar, click **Budgeting** > **Budgets**.
2. Click the **Cost Centers** tab.

3. In the Action column click the **Review** icon next to the cost center budget that you want to review.
4. Click each cost category group tab to review the budget amounts.
5. 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, FPA 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.
6. Click **OK** to confirm that you want to accept or reject the cost center budget. You can use the < Prev or Next > buttons to open the previous or next cost center budget.
7. Click **Close**.
8. Repeat steps 1 – 6 for each cost center budget that you want to review.

How do I accept the consolidated budget?

Once you have accepted all of the cost center budgets included in an overall budget, you can accept the consolidated budget. You can accept the consolidated budget if you have FPA Budget Coordinator privileges.

1. From the main menu bar, click **Budgeting** > **Budgets**.
2. In the Action column click the **Consolidated Budget** icon next to the budget that you want to accept.

   The Consolidated Budget View screen opens.
3. Click **Accept**.
4. Click **OK** to confirm that you want to accept the consolidated budget. The cost center budget status changes to Accepted.

How do I 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 FPA Budget Coordinator privileges.

1. From the main menu bar, click **Budgeting** > **Budgets**.
2. In the Action column click the **Consolidated Budget** icon next to the budget that you want to publish.

   The Consolidated Budget View screen opens.
3. Click **Publish**.
4. Click **OK** to confirm that you want to publish the consolidated budget. The budget status changes to Published.

How do I view the consolidated budget?

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

1. From the main menu bar, click **Budgeting** > **Budgets**.
2. In the Action column click the **Consolidated Budget** icon next to the budget that you want to view.

   The Consolidated Budget View screen opens. The pie chart on the top left 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. If you click a cost category group in the pie chart, FPA displays in the pie chart on the top right of the screen the breakdown of the cost categories in that group. The table at the bottom of the screen shows the amounts designated for each cost category for all cost centers in the budget.

Chapter 5

Dashboards

The dashboards let you view actual versus planned performance for customers, IT organizations, business services, and programs. To help focus management attention, you can also use dashboards to view the customers, IT organizations, business services, programs, and cost categories that have the highest positive variance.

Use the FPA Dashboard and to help answer business questions such as these:

- What is the actual versus planned cost for the top 10 customers, IT organizations, business services, programs, and projects with the biggest budgets?
- What customers, IT organizations, business services, programs, and projects have the highest positive cost variance?
- How accurate is our planning?
- In what areas were expenses greater than anticipated?
- What are the capitalized expenses compared to the operational expenses (CapEx or OpEx)?
- What are the discretionary expenses compared to the non-discretionary expenses?

Data extracted from Project and Portfolio Management and Asset Manager populates these dashboards:

- Business Service
- Customer
- Financial Summary
- IT Org
- Program

To use dashboards

- From the main menu bar, click **Dashboards** and select the dashboard.

Dashboards follow these standard rules:

- When sorting by name, the order is case sensitive. All upper case terms appear first. For example, APAC precedes Administration.
- Pie charts display the top five items and add all remaining items to **Others.**
- The displayed values in pie charts are rounded to thousandths. Percentage calculations are based on the raw values.

Business Service dashboard

The Business Service dashboard provides an organization's CIO, IT Financial Manager, IT Financial Analyst and IT Manager a view of how business services are doing from the perspective

of staying within their defined financial Plan of Record (PoR).

The dashboard has three tiers containing financial components. The first tier displays a high level view of the data. The second tier consists of monthly, quarterly, and yearly graphs of the data. The third tier shows tables that provide a more detailed view of the data.

Tier 1

The information on this tier displays a high-level view of the data. The selection list in the first component displays up to the top 100 IT business services. These services can be sorted alphabetically by name, or sorted from highest to lowest by budget amount or by variance amount. The metrics in the charts of this tier are based on the business service that is selected from the first component.

The YTD Plan Vs. Actual chart enables you to view your total IT planned costs versus actual costs for the year-to-date. The chart can help answer these business questions:

- Is the business service staying within the PoR?
- How much spending does the business service have left in the PoR?

The YTD Actual Cost by Supplier pie chart enables you to view the top five suppliers by the highest actual cost. The chart can help answer these business questions:

- What suppliers are consuming the majority of the actual cost?
- What percent of the actual cost is for all other suppliers?

The YTD Discretionary pie chart enables you to view your total discretionary cost versus non-discretionary cost for the year-to-date. The chart can help answer this business question:

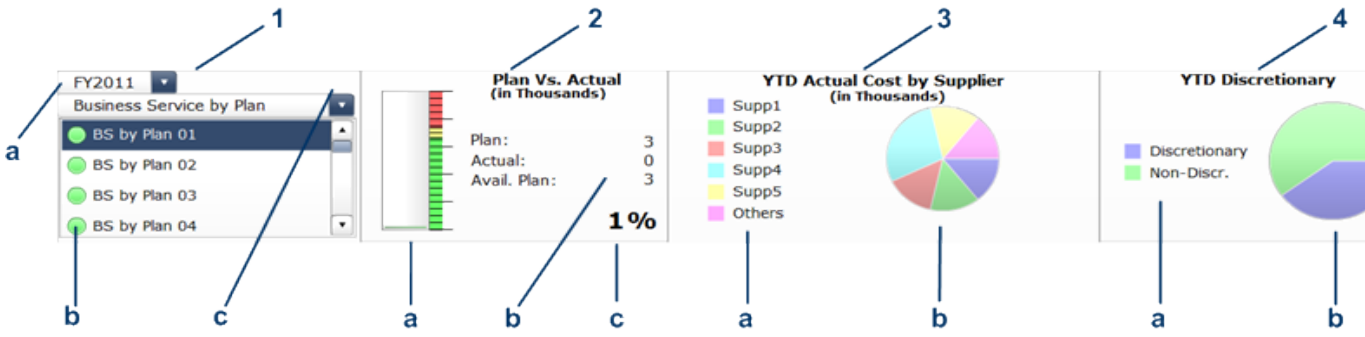
- What percentage of the actual cost is discretionary versus non-discretionary?

The YTD Actual Cost by Cost Category pie chart enables you to view the actual cost. The chart can help answer these business questions:

- What is the allocation of the actual cost by category?
- Which categories account for the majority of the business service's actual cost?
- What percent of the actual cost is for all other cost categories?

Example

This example shows the top 100 IT business services sorted by the highest planned cost. The first chart identifies the planned and actual costs. The second chart displays the top five suppliers with the highest actual cost. The third chart lists the total discretionary cost versus non-discretionary cost for a defined period. The last chart identifies the cost by category.



The list below provides a description of the numbered items.

1. The drop-down option sorts up to the top 100 IT business services with the highest planned costs.
   a. The drop-down enables you to select the fiscal year for which you want to see data.
   b. The colors preceding the business service identify the state of the plan:
      Green indicates that the actual cost is within 100% of plan.
      Yellow indicates that the actual cost is between 100 - 110% of plan.
      Red indicates that the actual cost is over 110% of plan.
   c. Business services are sorted by the highest planned costs. The drop-down option determines the order of the list. The default is Business Service by Plan.
      Business Service by Plan lists the business services by the highest planned costs.
      Business Service by Variance lists the business services by those that are most over-budget.
      Business Service by Name lists the business services alphabetically.
2. The **Plan Vs. Actual** chart numerically displays the planned costs, actual costs,and the difference between them. The progress bar shows a negative difference between the planned and actual costs in yellow. A vertical scale lists the percentage of planned versus actual.
   Actual costs within 100% of the plan are green.
   Actual costs between 100 - 110% are yellow.
   Actual costs over 110% are red.
   a. The vertical progress bar shows the actual cost.
   b. The costs for plan, actual, and available (difference between the two) are listed in thousands.
   c. The percent indicates the actual cost divided by the plan cost multiplied by 100.
3. The **YTD Actual Cost by Supplier** pie chart lists the top five suppliers with the largest actual cost year-to-date.
   a. The legend identifies the supplier.
   b. By placing the mouse pointer over the pie chart, you can view the allocation of the actual cost by supplier and identify the majority of the actual costs. The "Other" label in the pie chart displays the percentage of actual costs for all other suppliers.
4. The **YTD Discretionary** pie chart lists your total discretionary and non-discretionary costs for the year-to-date.
   a. The legend identifies which section of the pie chart shows discretionary spending and which section shows non-discretionary spending.
   b. By placing the mouse pointer over the pie chart, you can view the percentage of discretionary costs and non-discretionary costs for the year-to-date.
5. The **YTD Actual Cost by Cost Category** pie chart displays the actual costs by cost category in thousands.

a. The legend identifies the cost category.

b. By placing the mouse pointer over the pie chart, you can view the allocation of the actual cost by category and identify the majority of the actual costs. The "Other" label in the pie chart displays the percentage of actual costs for all other cost categories.

Tier 2

The data in this tier enables you to view the monthly, quarterly, and yearly planned costs of the business service you selected in Tier 1.

The Monthly Plan Vs. Actual chart initially displays the cost in months, starting with the first month of the fiscal year. You have the option to display the information quarterly. The chart can help answer these business questions:

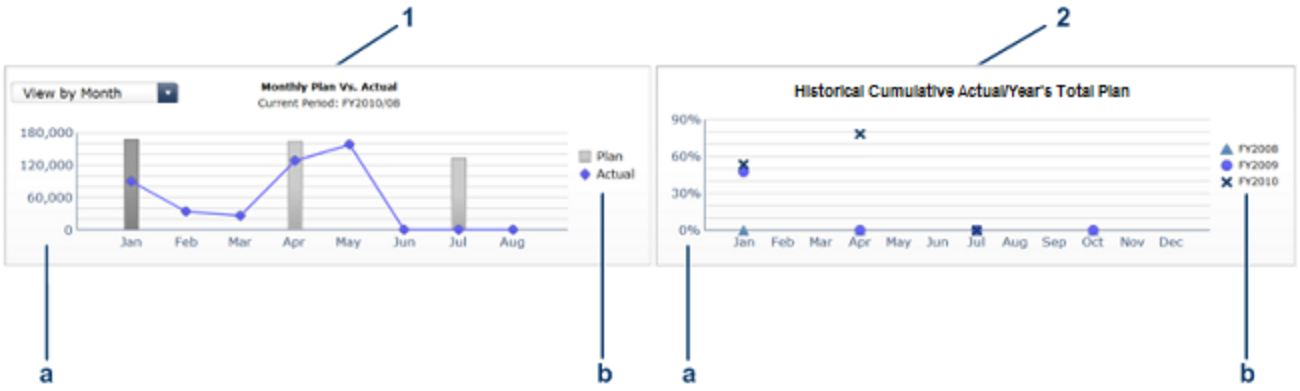
- How well is the business service staying within the plan on a monthly and quarterly basis?
- When did actual spending exceed the plan?

The Historical Cumulative Actual/Year's Total Plan chart provides historical monthly and quarterly data for the current year and two previous years. The chart can help answer this business question:

- How well is the business service staying within the budget based on historical spending of the budget?

Example

This example has two charts that interact with Tier 1. The first chart shows the monthly and quarterly plan. The second chart provides historical spending based on the current year and previous two years.



The list below provides a description of the numbered items.

1. The **Plan Vs. Actual** chart displays monthly or quarterly planned and actual costs for a fiscal year. The vertical bar indicates what was planned and the blue diamond indicates what was spent. You can select the vertical bar to display the Programs, Organization, Supplier, and Cost Category details for that month or quarter in Tier 3. The selected bar is named in the chart's subtitle. In the previous example, the selected bar is FY2009/12. It is darker than the other vertical bars. You can select the View by Month option to switch the display between months and quarters.
   Note: If a planned cost amount for a period is significantly less than the planned or actual cost amounts for other periods, the chart may not display a gray bar for the period or periods with the

lower planned cost amounts.

a. The highest amount on the vertical axis represents the maximum amount planned or spent for a month or quarter within the current year.

b. The legend identifies the costs:
Planned amount: Square
Actual amount spent: Diamond

2. **Historical Cumulative Actual/Year's Total Plan** provides a charting of percentage of actual spend over time. Current year, plus the previous two years are charted, when data is available. The percentage is the cumulative amount spent divided by the entire year's amount planned times 100. For example, if the actual spent for January was 10 and 100 was planned, the percentage will be 10%. If the actual spent in February was 15, the percentage displayed will be 25% (the sum of January and February divided by the year's planned amount). If 120 was spent over the year and 100 was planned, the percentage displayed will be 120%. Note that no icon will appear on the chart if data does not exist for that period.

   a. The highest amount on the vertical axis represents the maximum percentage of the budget used for a month or quarter period within the current year and previous two years.

   b. The legend identifies the year of the month or quarter:
   Current year: X
   Previous year: Circle
   Two years ago: Triangle

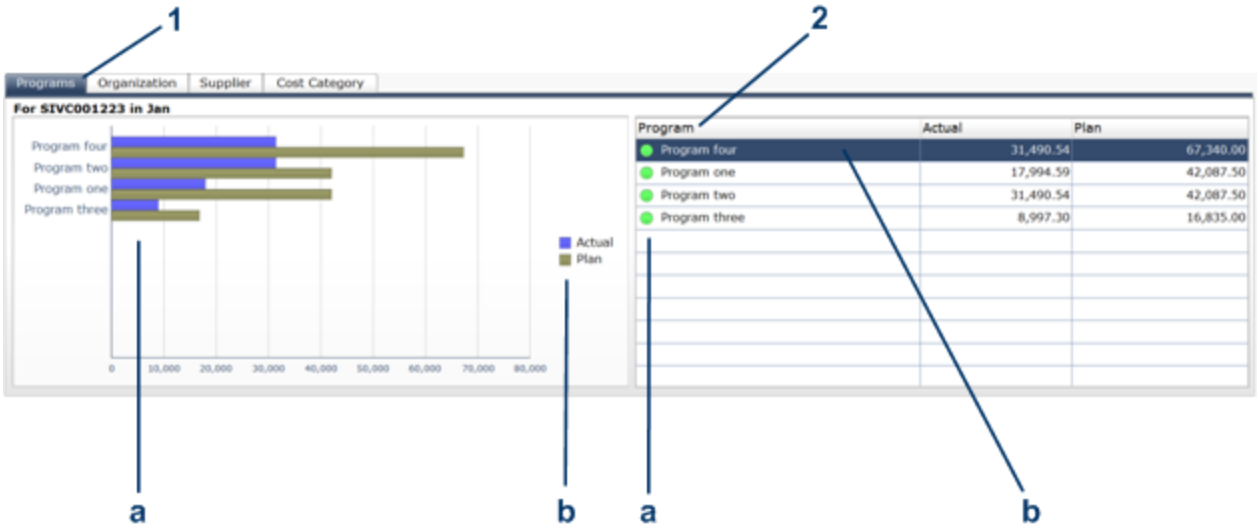
Tier 3

The four tabs on this tier enable you to view actual and plan costs for the selected IT business service for Programs, Organization, Supplier, and Cost Category. The information can help answer these business questions:

- Where is the IT business service spending?
- Where does actual cost exceed the plan?
- What is the state of this IT business service's programs, organization, supplier, and cost category?

Example

This example shows the details for the month or quarter selected in the Plan Vs. Actual chart from Tier 2. The chart displays actual and plan costs for the cost category in January 2009. The table lists the actual and plan costs.



The list below provides a description of the numbered items.

1. The bar chart displays actual and plan costs for the selected service in four areas: Programs, Organization, Supplier, and Cost Category. Each area is a separate tab.

   a. The horizontal bars display the actual and plan costs for the selected Programs, Organization, Supplier, or Cost Category.

   b. The legend identifies the costs:
   Actual costs: Blue
   Plan costs: Gold

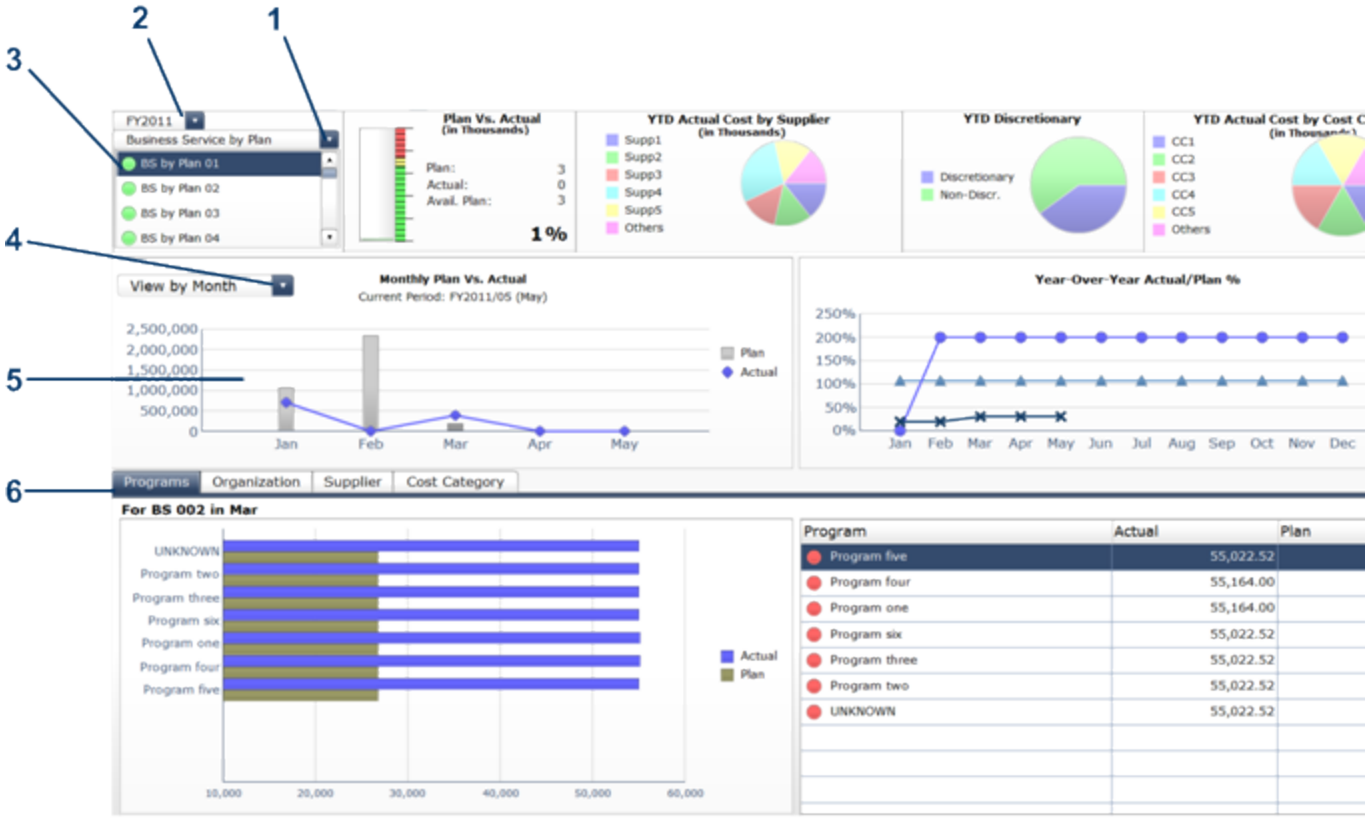
2. Using data from the selected Programs, Organization, Supplier, or Cost Category tab, the table shows the details of plan versus actual for the selected business service area.

   a. The table lists the programs, organization, supplier, or cost category. An icon to the left of each name indicates how well the business service area is staying within the PoR.
   Actual costs within 100% of the plan are green.
   Actual costs between 100 - 110% are yellow.
   Actual costs over 110% are red.
   Note: Xcelsius does not display an alert icon when the planned cost for a program, business service, supplier, or cost category is zero.

   b. The table shows the actual and plan costs of programs, organization, supplier, or cost category. By clicking any column header, you can sort by ascending or descending order.

Tier Interaction

The interactive dashboard dynamically updates the charts when you choose a business service, change the option to view monthly or quarterly costs, drill down to get more details, or select a Programs, Organization, Supplier, or Cost Category tab.



The list below provides a description of the numbered items.

1. The drop-down option enables you to sort IT business services.
2. The drop-down enables you to select the fiscal year for which you want to see data.
3. By selecting an IT business service from this list, all charts in Tier 1, Tier 2, and Tier 3 will change.
4. By selecting the View by Month or View by Quarter option, all charts in Tier 2 and Tier 3 will change.
5. By selecting this bar chart, Tier 3 charts will change.
6. By selecting the Programs, Organization, Supplier, or Cost Category tab, the chart and table in Tier 3 will change.

Customer dashboard

The Customer dashboard provides an organization's CIO, IT Financial Manager, IT Financial Analyst and IT Manager a view of how customers are doing from the perspective of staying within their defined financial Plan of Record (PoR).

The dashboard has three tiers containing financial components. The first tier displays a high level view of the data. The second tier consists of monthly, quarterly, and yearly graphs of the data. The third tier shows tables that provide a more detailed view of the data.

Tier 1

The selection list in the first component displays the top 100 customers. These customers can be sorted alphabetically by name, or sorted from highest to lowest by plan amount or by variance amount. The metrics in the charts of this tier are based on the customer that is selected from the first component.

The YTD Plan Vs. Actual chart enables you to view a customer's total IT planned costs versus actual costs for the year-to-date. The chart can help answer these business questions:

- Is the customer staying within the PoR?
- How much does the customer have left in the PoR?

The YTD Actual Cost by Supplier pie chart enables you to view the top five suppliers by the highest actual cost. The chart can help answer these business questions:

- Which top five suppliers are consuming the largest actual cost?
- What percent of the actual cost is for all other suppliers?

The YTD Discretionary pie chart enables you to view your total discretionary cost versus non-discretionary cost for the year-to-date. The chart can help answer this business question:

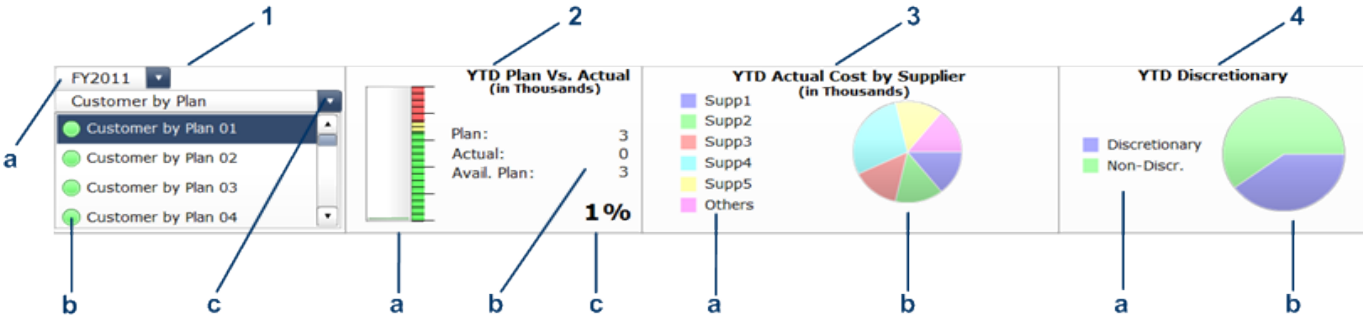
- What percentage of the actual cost is discretionary versus non-discretionary?

The YTD Actual Cost by Cost Category pie chart enables you to view the actual cost. The chart can help answer these business questions:

- What is the allocation of the actual cost by category?
- Which top five categories account for the largest actual cost?
- What percent of the actual cost is for all other cost categories?

Example

This example shows the top 100 customers that have the highest planned cost. The first chart identifies the planned and actual costs. The second chart displays the top five suppliers with the highest actual cost. The third chart lists the total discretionary cost versus non-discretionary cost for a defined period. The last chart identifies the cost by category.



The list below provides a description of the numbered items.

1. This filter sorts the top 100 customers with the highest planned costs.
   a. The drop-down enables you to select the fiscal year for which you want to see data.
   b. Customers are sorted by the highest planned costs. The colors preceding the customer identify the state of the plan:
      Green indicates that the actual cost is within 100% of plan.
      Yellow indicates that the actual cost is between 100 - 110% of plan.
      Red indicates that the actual cost is over 110% of plan.
   c. The drop-down option determines the order of the list. The default is to sort Customer by Plan.
      Customer by Plan lists the customers by the highest planned costs.
      Customer by Variance lists the customers by those that are most over-plan within the top 100.
      Customer by Name lists the customers alphabetically.
2. The **YTD Plan Vs. Actual** chart numerically displays the planned costs, actual costs, and the difference between them. The progress bar shows a negative difference between the planned and actual costs in red. A vertical scale lists the percentage of planned versus actual.
   Actual costs within 100% of the plan are green.
   Actual costs between 100 - 110% are yellow.
   Actual costs over 110% are red.
   a. The vertical progress bar shows the actual cost.
   b. The costs for plan, actual, and available (difference between the two) are listed in thousands.
   c. The percent indicates the actual cost divided by the plan cost multiplied by 100.
3. The **YTD Actual Cost by Supplier** pie chart lists the top five suppliers with the largest actual cost year-to-date.
   a. The legend identifies the suppliers.
   b. By placing the mouse pointer over the pie chart, you can view the cost and percent of total spending. The "Other" label in the pie chart displays the percentage of actual costs for all other suppliers who are not in the top five.
4. The **YTD Discretionary** pie chart lists your total discretionary and non-discretionary costs for the year-to-date.
   a. The legend identifies which section of the pie chart shows discretionary spending and which part shows non-discretionary spending.
   b. By placing the mouse pointer over the pie chart, you can view the percentage of discretionary costs and non-discretionary costs for the year-to-date.
5. The **YTD Actual Cost by Category** pie chart displays the actual costs by cost category in thousands.
   a. The legend identifies the cost category.
   b. By placing the mouse pointer over the pie chart, you can view the allocation of the actual cost by category and identify where the highest actual costs occur. The "Other" label in the pie chart displays the percentage of actual costs for all other cost categories.

Tier 2

The data in this tier enables you to view the monthly, quarterly, and yearly planned costs of the customer you selected in Tier 1.

The Monthly Plan Vs. Actual chart initially displays the cost in months, starting with the first month of the fiscal year. You have the option to display the information quarterly. The chart can help answer these business questions:

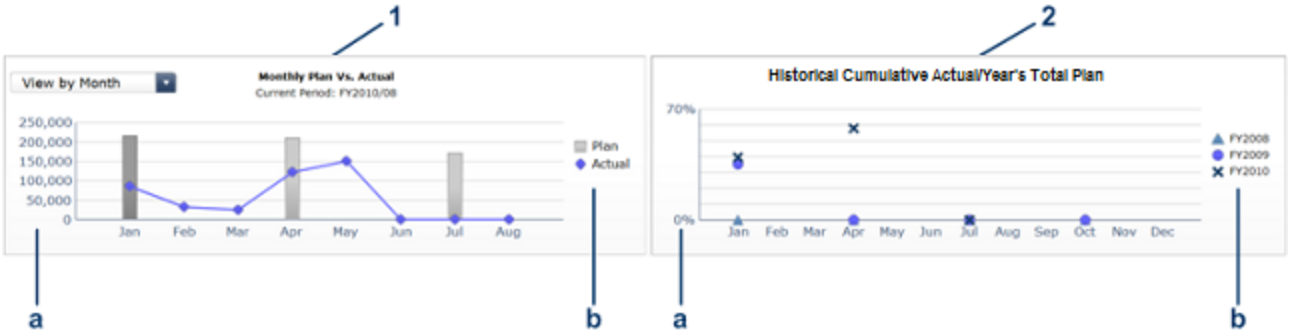
- How well is the customer staying within the plan on a monthly and quarterly basis?
- When did actual spending exceed the plan?

The Historical Cumulative Actual/Year's Total Plan chart provides historical monthly and quarterly data for the current year and two previous years. The chart can help answer this business question:

- How well is the customer staying within the plan based on historical spending of the plan?

Example

This example has two charts that interact with Tier 1. The first chart shows the monthly and quarterly plan. The second chart provides historical spending based on the current year and previous two years.



The list below provides a description of the numbered items.

1. The **Plan Vs. Actual** chart displays monthly or quarterly planned and actual costs for a fiscal year. The vertical bar indicates what was planned and the blue diamond indicates what was spent. You can select the vertical bar to drill down into the programs, business service, supplier, or cost category details for that month or quarter in Tier 3. The selected bar is named in the chart's subtitle. In the previous example, the selected bar is FY2009/03. It is darker than the other vertical bars. You can select the View by Month or View by Quarter option to switch the display between months and quarters.
   Note: If a planned cost amount for a period is significantly less than the planned or actual cost amounts for other periods, the chart may not display a gray bar for the period or periods with the lower planned cost amounts.
   a. The highest amount on the vertical axis represents the maximum amount planned or spent for a month or quarter within the current year.
   b. The legend identifies the costs:
   Planned amount: Square
   Actual amount spent: Diamond
2. **Historical Cumulative Actual/Year's Total Plan** provides a charting of percentage of actual spend over time. Current year, plus the previous two years are charted, when data is available.

The percentage is the cumulative amount spent divided by the entire year's amount planned times 100. For example, if the actual spent for January was 10 and 100 was planned, the percentage will be 10%. If the actual spent in February was 15, the percentage displayed will be 25% (the sum of January and February divided by the year's planned amount). If 120 was spent over the year and 100 was planned, the percentage displayed will be 120%. Note that no icon will appear on the chart if data does not exist for that period.

a. The highest amount on the vertical axis represents the maximum percentage of the plan used for a month or quarter period within the current year and previous two years.

b. The legend identifies the year of the month or quarter:
Current year: X
Previous year: Circle
Two years ago: Triangle

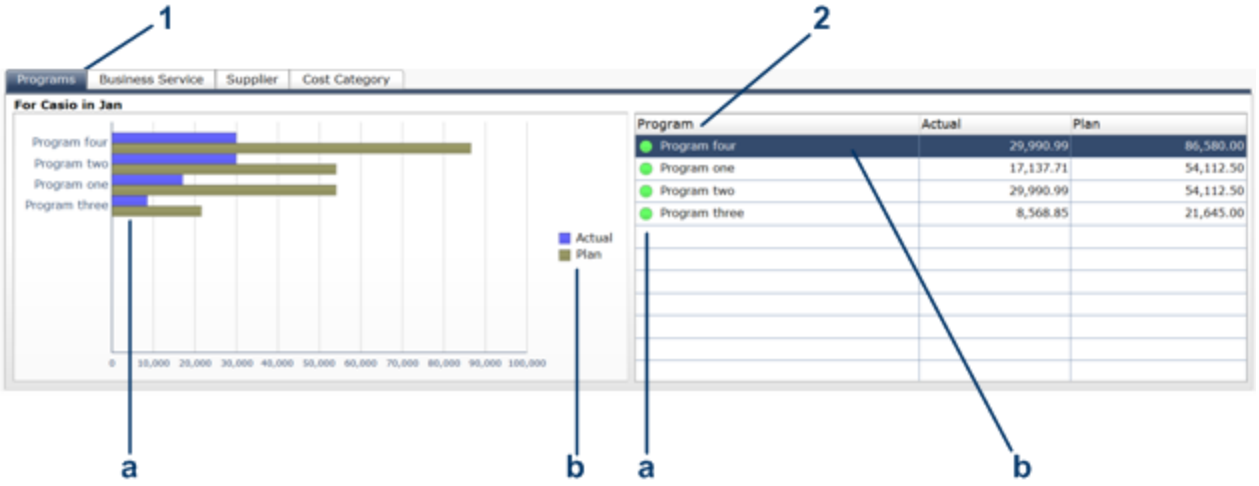
Tier 3

The four tabs on this tier enable you to view actual and plan costs for the selected customer for Programs, Business Service, Supplier, and Cost Category. The information can help answer these business questions:

- Where is the customer spending?
- Where does actual cost exceed the plan?
- What is the state of this customer's programs, business services, suppliers, and cost categories?

Example

This example shows the details for the month or quarter selected in the Plan Vs. Actual chart from Tier 2. The same information is displayed in a bar chart and in a table. The chart displays actual and plan costs for an Unknown cost category in January. The table lists the actual and plan costs.



The list below provides a description of the numbered items.

1. The bar chart displays actual and plan costs for the selected customer in four areas: Program, Business Service, Supplier, and Cost Category. Each area is a separate tab.

a. The horizontal bars display the actual and plan costs for the selected Programs, Business Service, Supplier, or Cost Category.

b. The legend identifies the costs:
Actual costs: Blue
Plan costs: Gold

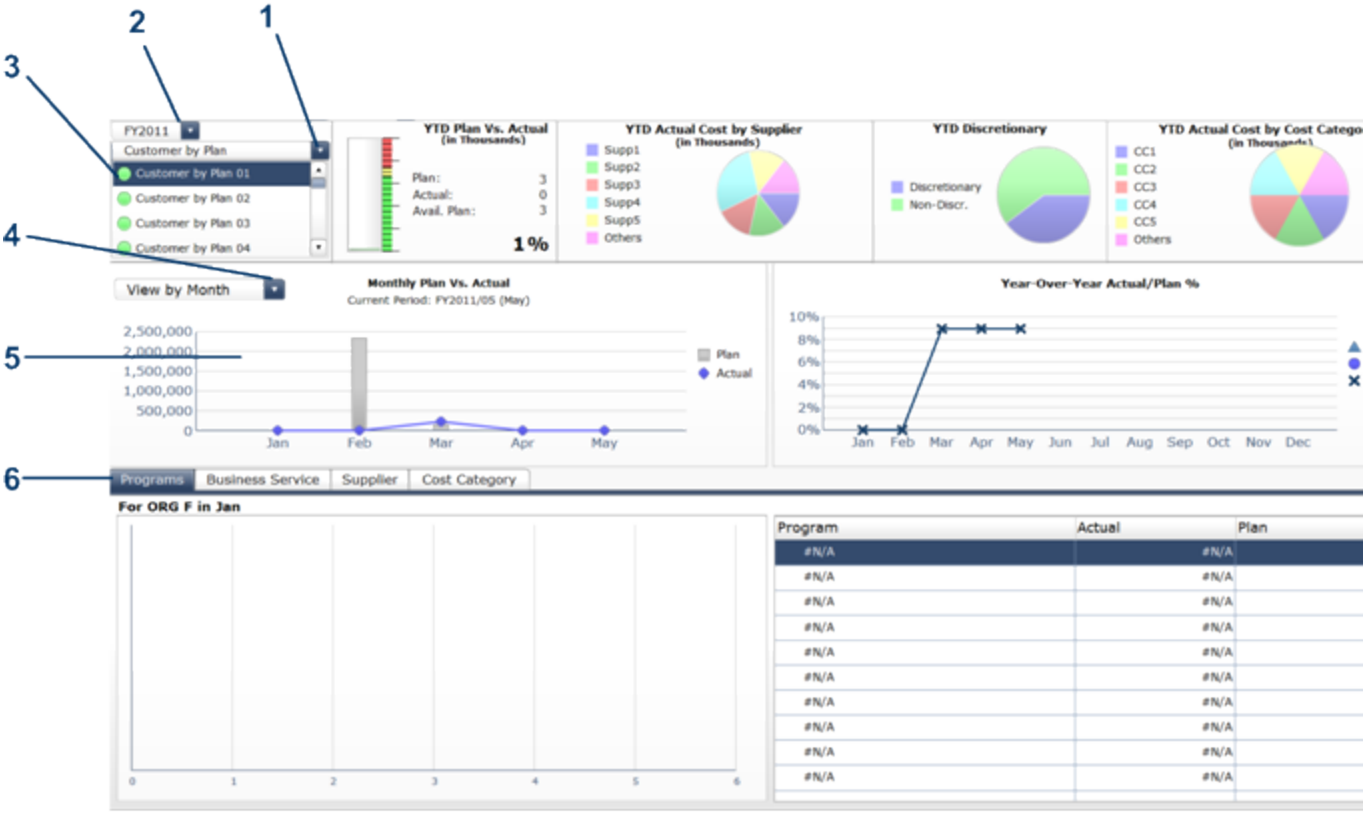
2. Using data from the selected Programs, Business Service, Supplier, or Cost Category, the table shows the details of plan versus actual for the selected customer.

a. The legend identifies the plan costs and the difference between actual and plan.
Actual costs within 100% of the plan are green.
Actual costs between 100 - 110% are yellow.
Actual costs over 110% are red.
Note: Xcelsius does not display an alert icon when the planned cost for a program, business service, supplier, or cost category is zero.

b. The table lists the actual and plan costs for the selected programs, business service, supplier, or cost category.

Tier Interaction

The interactive dashboard dynamically updates the charts when you choose a customer, change the option to view monthly or quarterly costs, drill down to get more details, or select a Programs, Business Service, Supplier, or Cost Category tab.



The list below provides a description of the numbered items.

1. The drop-down option enables you to display all or a subset of customers.
2. The drop-down enables you to select the fiscal year for which you want to see data.
3. By selecting a customer from this list, all charts in Tier 1, Tier 2, and Tier 3 will change.
4. By selecting the View by Month or View by Quarter option, all charts in Tier 2 and Tier 3 will change.
5. By drilling down from this bar chart, Tier 3 charts will change.
6. By selecting the Programs, Business Service, Supplier, or Cost Category tab, the charts in Tier 3 will change.

Financial Summary dashboard

The Financial Summary dashboard provides an organization's CIO, IT Financial Manager, IT Financial Analyst and IT Manager a view of how the organization is doing from the perspective of staying within its defined financial Plan of Record (PoR).

The dashboard has three tiers containing financial components. The first tier displays a high level view of the data. The second tier consists of monthly, quarterly, and yearly graphs of the data. The third tier shows a table that provides a more detailed view of the data.

Tier 1

The YTD Plan Vs. Actual chart enables you to view your total IT planned versus actual costs for the year-to-date. The chart can help answer these business questions:

- Is the organization staying within the PoR?
- How much does the organization have left in the PoR?

The YTD Actual Cost by Supplier pie chart enables you to view the top five suppliers by the highest actual cost. The chart can help answer these business questions:

- Which top five suppliers are consuming the largest actual cost?
- What percent of the actual cost is for all other suppliers?

The YTD Discretionary table and pie chart enable you to view your total discretionary cost versus non-discretionary cost for a fiscal period. The chart can help answer these business questions:

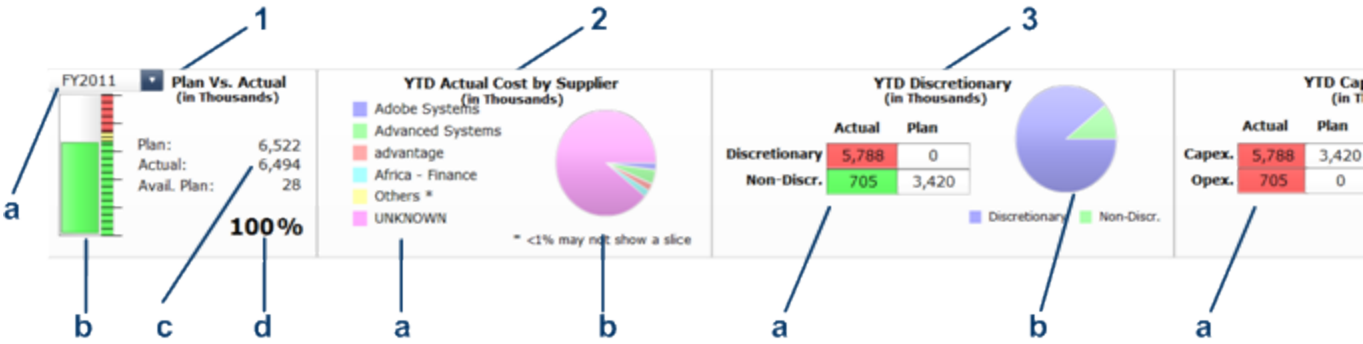
- Is the organization within its PoR for discretionary and non-discretionary expenses?
- What percentage of the actual cost is discretionary versus non-discretionary?

The YTD Capex Vs. Opex table and pie chart enable you to view your total capital expenditures versus operating expenses for a fiscal period. The chart can help answer these business questions:

- Is the organization within its PoR for capital (Capex) and operating (Opex) expenses?
- What percentage of spending is capital expenses versus operating expenses?
- Where is the organization spending the majority of its actual expenses–on capital or operating expenses?

Example

The first chart identifies the planned and actual costs. The second chart displays the top five suppliers with the highest actual cost. The third chart lists the total discretionary cost versus non-discretionary cost for a defined fiscal period. The last chart lists the total capital expenses versus operating expenses for a defined fiscal period.



The list below provides a description of the numbered items.

1. The **YTD Plan Vs. Actual** chart numerically displays the planned costs, actual costs, and the difference between them. The progress bar shows a negative difference between the planned and actual costs in yellow. A vertical scale lists the percentage of planned versus actual.
   Actual costs within 100% of the plan are green.
   Actual costs between 100 – 110% are yellow.
   Actual costs over 110% are red.
   a. The drop-down enables you to select the fiscal year for which you want to see data.
   b. The vertical progress bar shows the actual cost.
   c. The costs for plan, actual, and available (difference between the two) are listed in thousands.
   d. The percent indicates the actual cost divided by the plan cost multiplied by 100.
2. The **YTD Actual Cost by Supplier** pie chart lists the top five suppliers with the largest actual cost year-to-date.
   a. The legend identifies the suppliers.
   b. By placing the mouse pointer over the pie chart, you can view the cost and percent of total spending. The "Other" label in the pie chart displays the percentage of actual costs for all other remaining suppliers.
3. The **YTD Discretionary** table and pie chart list your total discretionary and non-discretionary costs for the year-to-date.
   a. The table lists the actual and plan costs for discretionary and non-discretionary spending.
   Actual costs within 100% of the plan are green.
   Actual costs between 100 - 110% are yellow.
   Actual costs over 110% are red.
   b. By placing the mouse pointer over the pie chart, you can view the percentage of actual discretionary versus non-discretionary costs for the year-to-date.
4. The **YTD Capex Vs. Opex** table and pie chart list your total capital and operating expenses for

the year-to-date.

a. The table lists the actual and plan costs for capital and operating expenses.
Actual costs within 100% of the plan are green.
Actual costs between 100 – 110% are yellow.
Actual costs over 110% are red.

b. By placing the mouse pointer over the pie chart, you can view the allocation of the actual cost by capital versus operating expenses and identify where the highest actual costs occur.

Tier 2

The data in this tier enables you to view the monthly, quarterly, and yearly planned costs. This tier controls what data is displayed in Tier 3.

The Plan Vs. Actual chart initially displays the cost in months, starting with the first month of the fiscal year. You have the option to display the information quarterly. The chart can help answer these business questions:

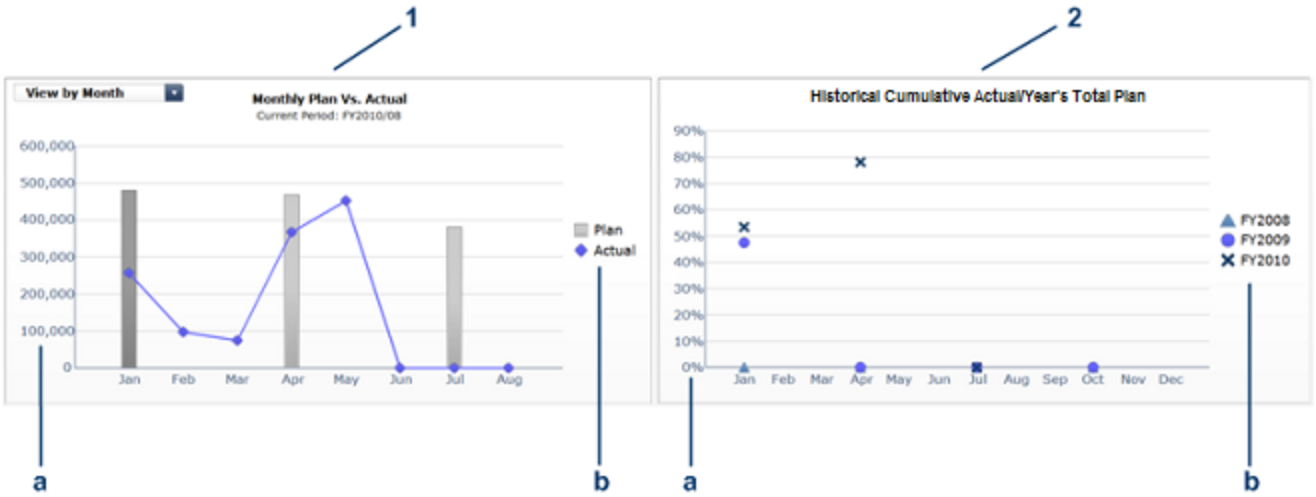
- How well is the organization staying within the plan on a monthly and quarterly basis?
- When did actual spending exceed the plan?

The Historical Cumulative Actual/Year's Total Plan chart provides historical monthly and quarterly data for the current year and two previous years. The chart can help answer this business question:

- How well is the organization staying within the PoR based on historical spending of the PoR?

Example

The first chart in this tier shows the monthly and quarterly plan. The second chart provides historical spending based on the current year and previous two years.



The list below provides a description of the numbered items.

1. The **Plan vs Actual** chart displays monthly or quarterly planned and actual costs for a fiscal year. The vertical bar indicates what was planned and the blue diamond indicates what was spent. You can select the vertical bar to display the region details for that month or quarter in Tier 3. The selected bar is named in the chart's subtitle. In this example, the current period is FY2009/03. It is darker than the other vertical bars. You can select the View by Month option to

switch the display between months and quarters.
Note: If a planned cost amount for a period is significantly less than the planned or actual cost amounts for other periods, the chart may not display a gray bar for the period or periods with the lower planned cost amounts.

a. The highest amount on the vertical axis represents the maximum amount planned or spent for a month or quarter within the current year.

b. The legend identifies the costs:
Planned amount: Square
Actual amount spent: Diamond

2. **Historical Cumulative Actual/Year's Total Plan** provides a charting of percentage of actual spend over time. Current year, plus the previous two years are charted, when data is available. The percentage is the cumulative amount spent divided by the entire year's amount planned times 100. For example, if the actual spent for January was 10 and 100 was planned, the percentage will be 10%. If the actual spent in February was 15, the percentage displayed will be 25% (the sum of January and February divided by the year's planned amount). If 120 was spent over the year and 100 was planned, the percentage displayed will be 120%. Note that no icon will appear on the chart if data does not exist for that period.

a. The highest amount on the vertical axis represents the maximum percentage of the plan used for a month or quarter period within the current year and previous two years.

b. The legend identifies the year of the month or quarter:
Current year: X
Previous year: Circle
Two years ago: Triangle

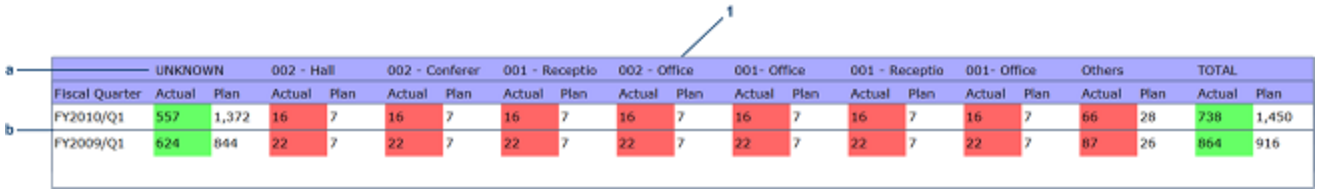
Tier 3

The table in this tier dynamically changes based on the time period selected in the Plan Vs. Actual chart from Tier 2. The information can help answer these business questions:

- Which regions are exceeding the plan?
- Which regions have historically exceeded their plans?

Example

This example shows the details by region for the month or quarter selected in the Plan Vs. Actual chart from Tier 2. The table lists the actual and plan costs.



	UNKNOWN		002 - Hall		002 - Conferer		001 - Receptio		002 - Office		001- Office		001 - Receptio		001- Office		Others		TOTAL	
Fiscal Quarter	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan
FY2010/Q1	557	1,372	16	7	16	7	16	7	16	7	16	7	16	7	16	7	66	28	738	1,450
FY2009/Q1	624	844	22	7	22	7	22	7	22	7	22	7	22	7	22	7	87	26	864	916

The list below provides a description of the numbered items.

1. The default table displays actual and plan costs for each region for the current month.

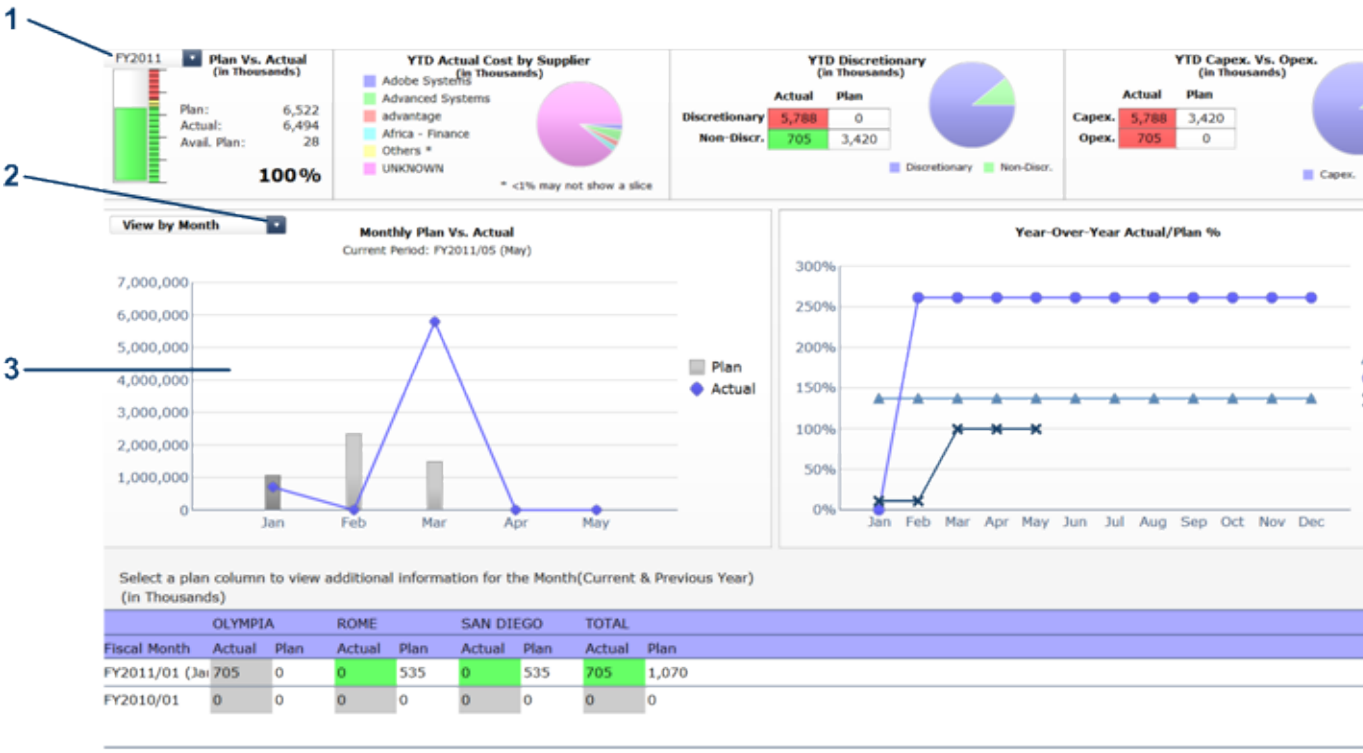
a. The table shows the top eight regions for the current fiscal year. The **Others** column lists the combined cost for all of the remaining regions. The table columns display the selected

month's or quarter's actual and plan costs for each region. Fewer than eight regions may appear in the table if there are less than eight regions in total or if one or more of the top eight regions does not have costs for that month.

b. The table displays actual and plan costs for each region, with totals for the selected month or quarter. Current and previous year values are shown with available data. The total value may be slightly different from a sum of the actual and plan costs since each cell is rounded individually from the original costs.
Actual costs within 100% of the plan are green.
Actual costs between 100 – 110% are yellow.
Actual costs over 110% are red.

Tier Interaction

The interactive dashboard dynamically updates the charts when you choose the option to view monthly or quarterly costs or drill down to get more details.



The list below provides a description of the numbered items.

1. The drop-down enables you to select the fiscal year for which you want to see data.
2. By selecting the View by Month or View by Quarter option, Tier 2 and Tier 3 charts will be updated.
3. By drilling down from this bar chart, the monthly or quarterly data will be updated in the Tier 3 table.

IT Org dashboard

The IT Org dashboard provides an organization's CIO, IT Financial Manager, IT Financial Analyst and IT Manager a view of how organizations are doing from the perspective of staying within their defined financial Plan of Record (PoR).

The dashboard has three tiers containing financial components. The first tier displays a high level view of the data. The second tier consists of monthly, quarterly, and yearly graphs of the data. The third tier shows tables that provide a more detailed view of the data.

Tier 1

The selection list in the first component displays the top 100 organizations. These organizations can be sorted alphabetically by name, or sorted from highest to lowest by plan amount or by variance amount. The metrics in the charts of this tier are based on the organization that is selected from the first component.

The YTD Plan Vs. Actual chart enables you to view your total IT planned costs versus actual costs for the year-to-date. The chart can help answer these business questions:

- Is the organization staying within the PoR?
- How much does the organization have left in the PoR?

The YTD Actual Cost by Supplier pie chart enables you to view the top five suppliers by the highest actual cost. The chart can help answer these business questions:

- Which top five suppliers are consuming the largest actual cost?
- What percent of the actual cost is for all other suppliers?

The YTD Discretionary pie chart enables you to view your total discretionary cost versus non-discretionary cost for the year-to-date. The chart can help answer this business question:

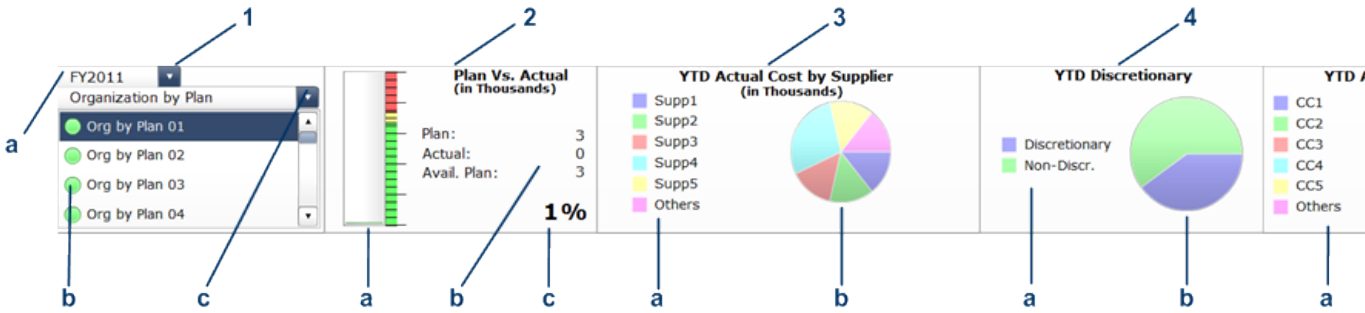
- What percentage of the actual cost is discretionary versus non-discretionary?

The YTD Actual Cost by Cost Category pie chart enables you to view the actual cost. The chart can help answer these business questions:

- What is the allocation of the actual cost by category?
- Which top five categories account for the largest actual cost?
- What percent of the actual cost is for all other cost categories?

Example

This example shows the top 100 IT organizations that have the highest planned cost. The first chart identifies the planned and actual costs. The second chart displays the top five suppliers with the highest actual cost. The third chart lists the total discretionary cost versus non-discretionary cost for a defined period. The last chart identifies the cost by category.



The list below provides a description of the numbered items.

1. This filter sorts the top 100 IT organizations with the highest planned costs.
   a. The drop-down enables you to select the fiscal year for which you want to see data.
   b. Organizations are sorted by the highest planned costs. The colors preceding the organization identify the state of the plan:
   Green indicates that the actual cost is within 100% of plan.
   Yellow indicates that the actual cost is between 100 - 110% of plan.
   Red indicates that the actual cost is over 110% of plan.
   c. The drop-down option determines the order of the list. The default is Organization by Plan.
   Organization by Plan lists the organizations by the highest budgeted costs.
   Organization by Variance lists the organizations by those that are most over-budget.
   Organization by Name lists the organizations alphabetically.
2. The **YTD Plan Vs. Actual** chart numerically displays the planned costs, actual costs, and the difference between them. The progress bar is empty because there is no data for actual costs.
   A vertical scale lists the percentage of planned versus actual.
   Actual costs within 100% of the plan are green.
   Actual costs between 100 - 110% are yellow.
   Actual costs over 110% are red.
   a. The vertical progress bar shows the actual cost.
   b. The costs for plan, actual, and available (difference between the two) are listed in thousands.
   c. The percent indicates the actual cost divided by the plan cost multiplied by 100.
3. The **YTD Actual Cost by Supplier** pie chart lists the top five suppliers with the largest actual cost year-to-date.
   a. The legend identifies the suppliers.
   b. By placing the mouse pointer over the pie chart, you can view the cost and percent of total spending. The "Other" label in the pie chart displays the percentage of actual costs for all other suppliers not in the top five.
4. The **YTD Discretionary** pie chart lists your total discretionary and non-discretionary costs for the year-to-date.
   a. The legend identifies which section of the pie chart shows discretionary spending and which section shows non-discretionary spending.

b. By placing the mouse pointer over the pie chart, you can view the percentage of discretionary costs and non-discretionary costs for the year-to-date.

5. The **YTD Actual Cost by Category** pie chart displays the actual costs by cost category in thousands.

   a. The legend identifies the cost category.

   b. By placing the mouse pointer over the pie chart, you can view the allocation of the actual cost by category and identify where the highest actual costs occur. The "Other" label in the pie chart displays the percentage of actual costs for all other cost categories.

Tier 2

The data in this tier enables you to view the monthly, quarterly, and yearly planned costs of the IT organization you selected in Tier 1.

The Monthly Plan Vs. Actual chart initially displays the cost in months, starting with the first month of the fiscal year. You have the option to display the information quarterly. The chart can help answer these business questions:

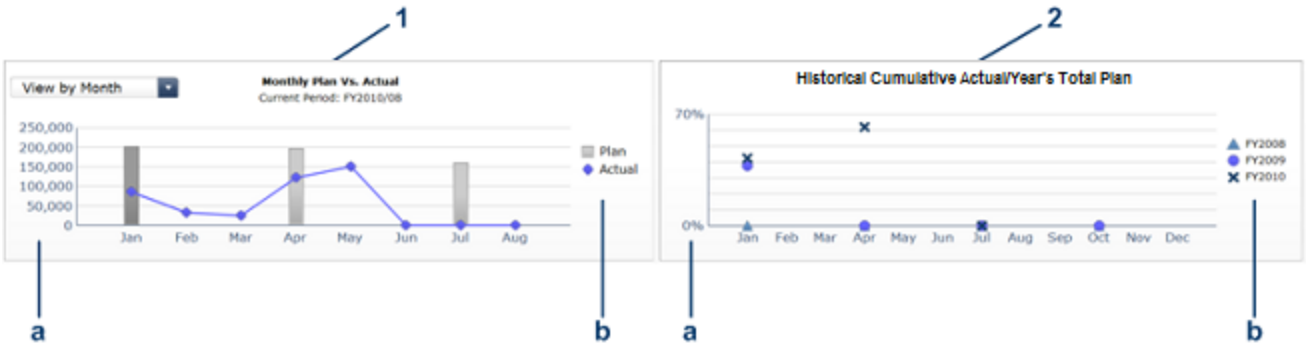
- How well is the IT organization staying within the plan on a monthly and quarterly basis?
- When did actual spending exceed the plan?

The Historical Cumulative Actual/Year's Total Plan chart provides historical monthly and quarterly data for the current year and two previous years. The chart can help answer this business question:

- How well is the organization staying within the budget based on historical spending of the plan?

Example

This example has two charts that interact with Tier 1. The first chart shows the monthly and quarterly plan. The second chart provides historical spending based on the current year and previous two years.



The list below provides a description of the numbered items.

1. The **Plan Vs. Actual** chart displays monthly or quarterly planned and actual costs for a fiscal year. The vertical bar indicates what was planned and the blue diamond indicates what was spent. This example has no data for actual costs, so the diamond does not appear. You can select the vertical bar to drill down into the programs, business service, supplier, or cost category details for that month or quarter in Tier 3. The selected bar is named in the chart's subtitle. In this example, the selected bar is FY2009/12. It is darker than the other vertical bars.

You can select the View by Month or View by Quarter option to switch the display between months and quarters.
Note: If a planned cost amount for a period is significantly less than the planned or actual cost amounts for other periods, the chart may not display a gray bar for the period or periods with the lower planned cost amounts.

a. The highest amount on the vertical axis represents the maximum amount planned or spent for a month or quarter within the current year.

b. The legend identifies the costs:
Planned amount: Square
Actual amount spent: Diamond

2. **Historical Cumulative Actual/Year's Total Plan** provides a charting of percentage of actual spend over time. Current year, plus the previous two years are charted, when data is available. The percentage is the cumulative amount spent divided by the entire year's amount planned times 100. For example, if the actual spent for January was 10 and 100 was planned, the percentage will be 10%. If the actual spent in February was 15, the percentage displayed will be 25% (the sum of January and February divided by the year's planned amount). If 120 was spent over the year and 100 was planned, the percentage displayed will be 120%. Note that no icon will appear on the chart if data does not exist for that period.

a. The highest amount on the vertical axis represents the maximum percentage of the plan used for a month or quarter period within the current year and previous two years.

b. The legend identifies the year of the month or quarter:
Current year: X
Previous year: Circle
Two years ago: Triangle

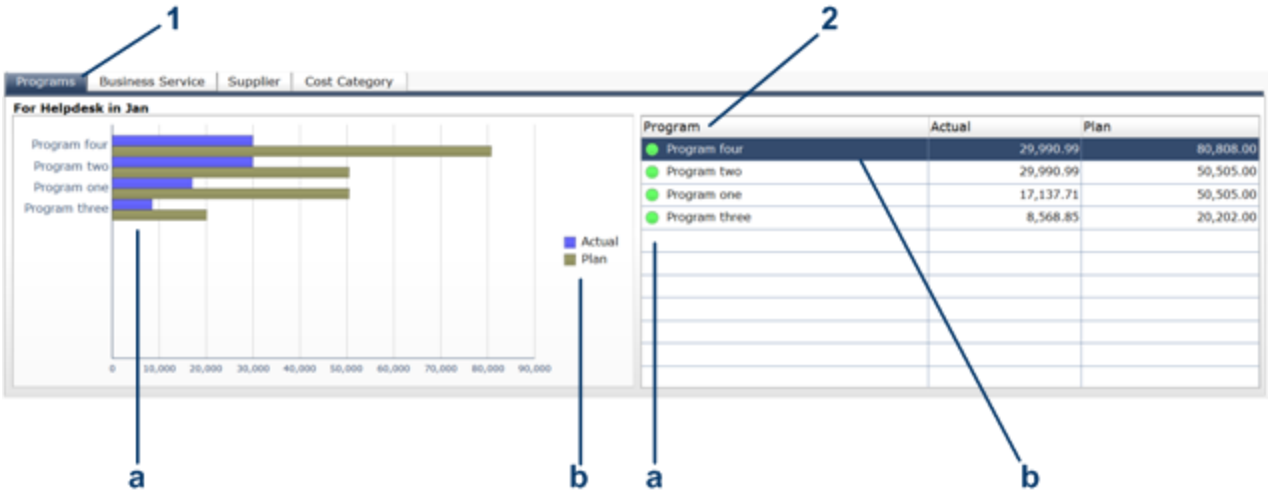
Tier 3

The four tabs on this tier enable you to view actual and plan costs for the selected IT organization for Programs, Business Service, Supplier, and Cost Category. The information can help answer these business questions:

- Where is the IT organization spending?
- Where does actual cost exceed the plan?
- What is the state of this IT organization's programs, business services, suppliers, and cost categories?

Example

This example shows the details for the month or quarter selected in the Plan Vs. Actual chart from Tier 2. The same information is displayed in a bar chart and in a table.The chart displays actual and plan costs for programs in January 2009. The table lists the actual and plan costs.



The list below provides a description of the numbered items.

1. The bar chart displays actual and plan costs for the selected IT organization in four areas: Programs, Business Service, Supplier, and Cost Category. Each area is a separate tab.

    a. The horizontal bars display the actual and plan costs for the selected Programs, Business Service, Supplier, or Cost Category. This example has no data for actual costs, so the blue horizontal bar does not appear.

    b. The legend identifies the costs:
    Actual costs: Blue
    Plan costs: Gold

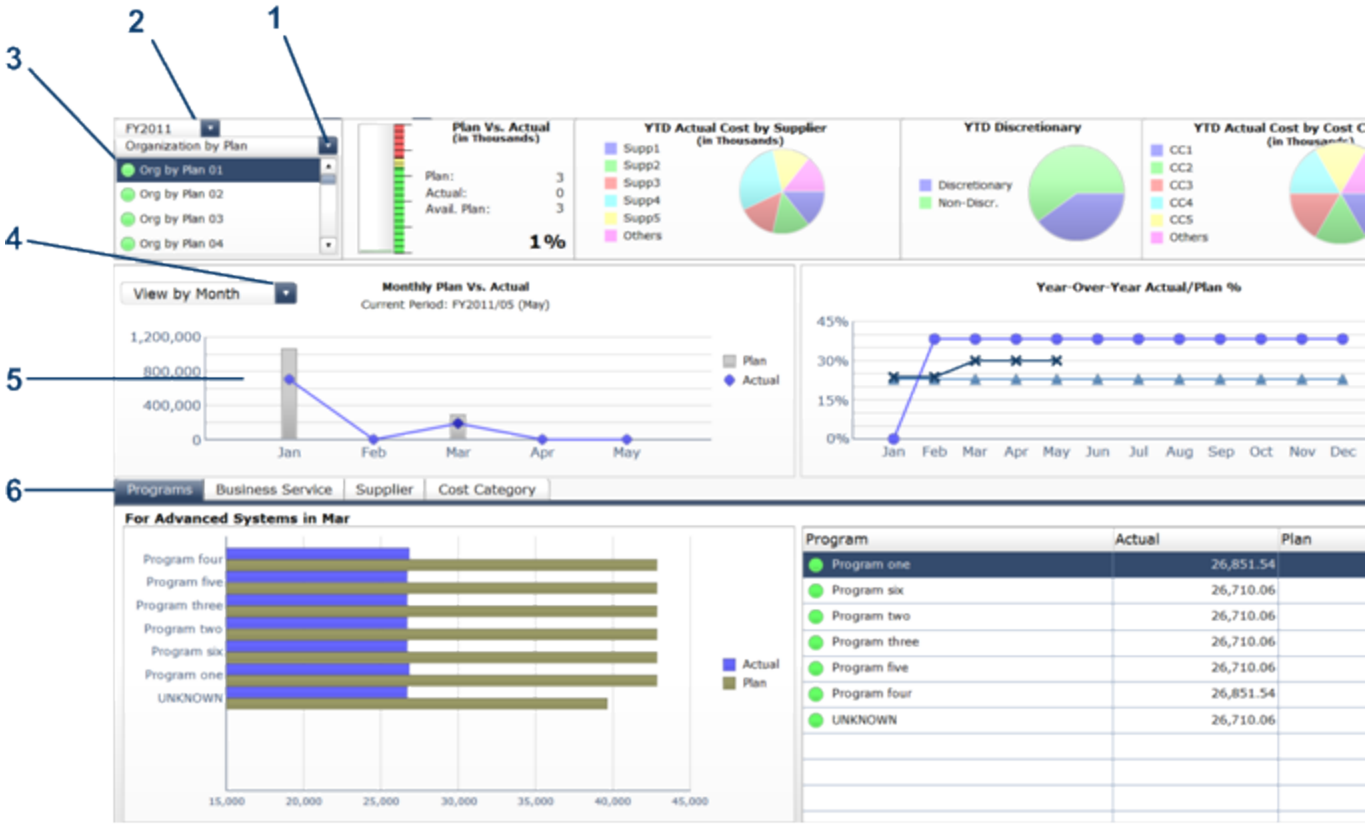
2. Using data from the selected Programs, Business Service, Supplier, or Cost Category, the table shows the details of plan versus actual for the selected IT organization.

    a. The legend identifies the plan costs and the difference between actual and plan.
    Actual costs within 100% of the plan are green.
    Actual costs between 100 - 110% are yellow.
    Actual costs over 110% are red.
    Note: Xcelsius does not display an alert icon when the planned cost for a program, business service, supplier, or cost category is zero.

    b. The table lists actual and plan costs for programs, business services, suppliers, or cost categories.

Tier Interaction

The interactive dashboard dynamically updates the charts when you choose an IT organization, change the option to view monthly or quarterly costs, drill down to get more details, or select the Programs, Business Service, Supplier, or Cost Category tab.



The list below provides a description of the numbered items.

1. The drop-down option enables you to display all or a subset of IT organizations.
2. The drop-down enables you to select the fiscal year for which you want to see data.
3. By selecting an IT organization from this list, all charts in Tier 1, Tier 2, and Tier 3 will change.
4. By selecting the View by Month or View by Quarter option, all charts in Tier 2 and Tier 3 will change.
5. By drilling down from this bar chart, Tier 3 charts will change.
6. By selecting the Programs, Business Service, Supplier, or Cost Category tab, the charts in Tier 3 will change.

Program dashboard

The Program dashboard provides an organization's CIO, IT Financial Manager, IT Financial Analyst and IT Manager a view of how programs are doing from the perspective of staying within their defined financial Plan of Record (PoR).

The dashboard has three tiers containing financial components. The first tier displays a high level view of the data. The second tier consists of monthly, quarterly, and yearly graphs of the data. The third tier shows tables that provide a more detailed view of the data.

Tier 1

The selecton list in the first component displays the top 100 programs. These programs can be sorted alphabetically by name, or sorted from highest to lowest by plan amount or by variance amount. The metrics in the charts of this tier are based on the program that is selected from the first component.

The YTD Plan Vs. Actual chart enables you to view your total IT planned costs versus actual costs for the year-to-date. The chart can help answer these business questions:

- Is the program staying within the PoR?
- How much does the program have left in the PoR?

The YTD Actual Cost by Supplier pie chart enables you to view the top five suppliers by the highest actual cost. The chart can help answer this business question:

- Which top five suppliers are consuming the largest actual?
- What percent of the actual cost is for all other suppliers?

The YTD Discretionary pie chart enables you to view your total discretionary cost versus non-discretionary cost for the year-to-date. The chart can help answer this business question:

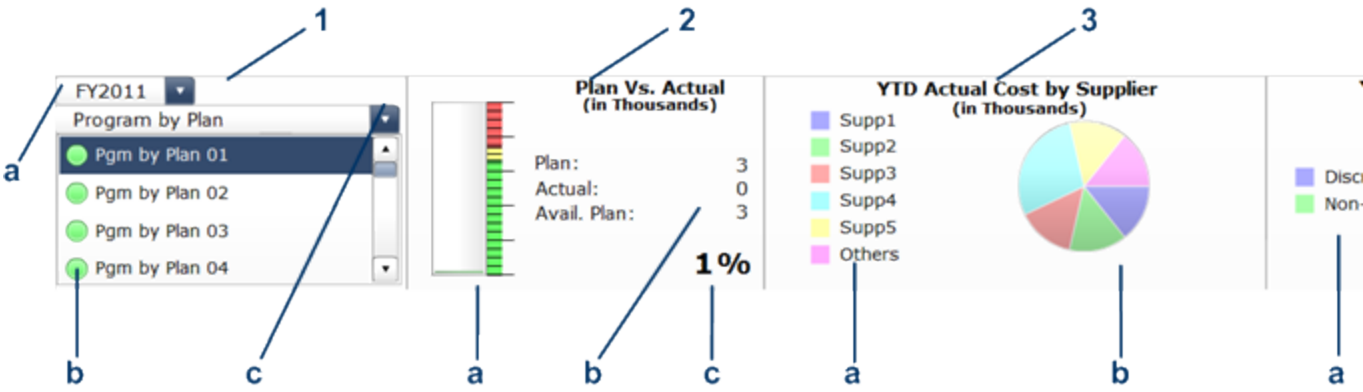
- What percentage of the actual cost is discretionary versus non-discretionary?

The YTD Actual Cost by Cost Category pie chart enables you to view the actual cost. The chart can help answer these business questions:

- What is the allocation of the actual cost by category?
- Which top five categories account for the largest actual cost?
- What percent of the actual cost is for all other cost categories?

Example

This example shows the top 100 programs that have the highest planned cost. The first chart identifies the planned and actual costs. The second chart displays the top five suppliers with the highest actual cost. The third chart lists the total discretionary cost versus non-discretionary cost for a defined period. The last chart identifies the cost by category.



The list below provides a description of the numbered items.

1. This filter sorts the top 100 programs with the highest planned costs.
   a. The drop-down enables you to select the fiscal year for which you want to see data.
   b. Programs are sorted by the highest planned costs. The colors preceding the program identify the state of the plan:
      Green indicates that the actual cost is within 100% of plan.
      Yellow indicates that the actual cost is between 100 - 110% of plan.
      Red indicates that the actual cost is over 110% of plan.
   c. The drop-down option determines the order of the list. The default is Program by Plan.
      Program by Plan lists the programs by the highest planned costs.
      Program by Variance lists the programs by those that are most over plan.
      Program by Name lists the programs alphabetically.
2. The **YTD Plan Vs. Actual** chart numerically displays the planned costs, actual costs,and the difference between them. The progress bar shows a negative difference between the planned and actual costs in red. A vertical scale lists the percentage of planned versus actual.
   Actual costs within 100% of the plan are green.
   Actual costs between 100 - 110% are yellow.
   Actual costs over 110% are red.
   a. The vertical progress bar shows the actual cost.
   b. The costs for plan, actual, and available (difference between the two) are listed in thousands.
   c. The percent indicates the actual cost divided by the plan cost multiplied by 100.
3. The **YTD Actual Cost by Supplier** pie chart lists the top five suppliers with the largest actual cost year-to-date.
   a. The legend identifies the suppliers.
   b. By placing the mouse pointer over the pie chart, you can view the cost and percent of total spending. The "Other" label in the pie chart displays the percentage of actual costs for all other suppliers who are not in the top five.
4. The **YTD Discretionary** pie chart lists your total discretionary and non-discretionary costs for the year-to-date.
   a. and which part shows non-discretionary spending.
   b. By placing the mouse pointer over the pie chart, you can view the percentage of discretionary costs and non-discretionary costs for the year-to-date.
5. The **YTD Actual Cost by Category** pie chart displays the actual costs by cost category in thousands.
   a. The legend identifies the cost category.
   b. By placing the mouse pointer over the pie chart, you can view the allocation of the actual cost by category and identify where the highest actual costs occur. The "Other" label in the pie chart displays the percentage of actual costs for all other cost categories.

Tier 2

The data in this tier enables you to view the monthly, quarterly, and yearly planned costs of the program you selected in Tier 1.

The Monthly Plan Vs. Actual chart initially displays the cost in months, starting with the first month of the fiscal year. You have the option to display the information quarterly. The chart can help answer these business questions:

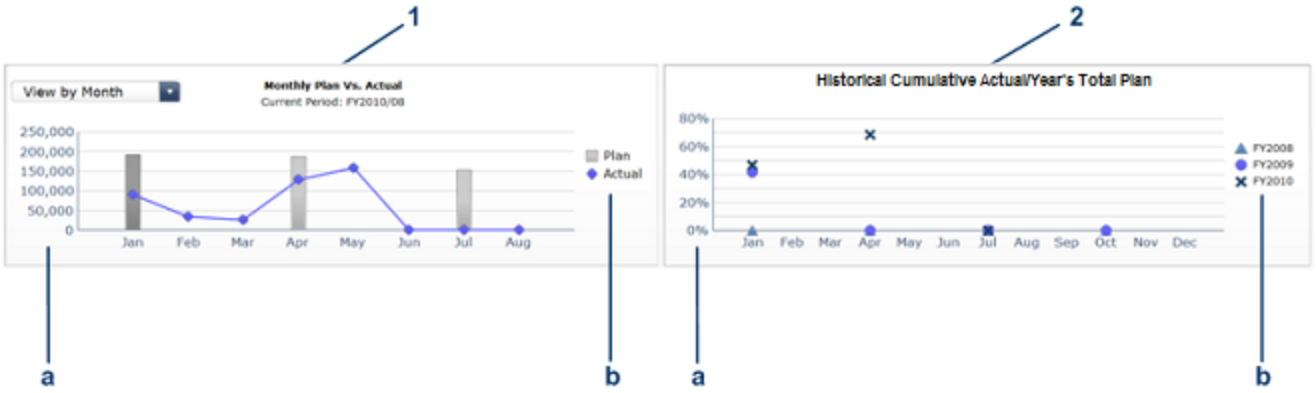
- How well is the program staying within the plan on a monthly and quarterly basis?
- When did actual spending exceed the plan?

The Historical Cumulative Actual/Year's Total Plan chart provides historical monthly and quarterly data for the current year and two previous years. The chart can help answer this business question:

- How well is the program staying within the plan based on historical spending of the plan?

Example

This example has two charts that interact with Tier 1. The first chart shows the monthly and quarterly plan. The second chart provides historical spending based on the current year and previous two years.



The list below provides a description of the numbered items.

1. The **Plan Vs. Actual** chart displays monthly or quarterly planned and actual costs for a fiscal year. The vertical bar indicates what was planned and the blue diamond indicates what was spent. You can select the vertical bar to drill down into the organizations, business service, supplier, or cost category details for that month or quarter in Tier 3. The selected bar is named in the chart's subtitle. In the previous example, the selected bar is FY09/03. It is darker than the other vertical bars. You can select the View by Month or View by Quarter option to switch the display between months and quarters.
   Note: If a planned cost amount for a period is significantly less than the planned or actual cost amounts for other periods, the chart may not display a gray bar for the period or periods with the lower planned cost amounts.
   a. The highest amount on the vertical axis represents the maximum amount planned or spent for a month or quarter within the current year.
   b. The legend identifies the costs:
   Planned amount: Square
   Actual amount spent: Diamond
2. **Historical Cumulative Actual/Year's Total Plan** provides a charting of percentage of actual spend over time. Current year, plus the previous two years are charted, when data is available. The percentage is the cumulative amount spent divided by the entire year's amount planned

times 100. For example, if the actual spent for January was 10 and 100 was planned, the percentage will be 10%. If the actual spent in February was 15, the percentage displayed will be 25% (the sum of January and February divided by the year's planned amount). If 120 was spent over the year and 100 was planned, the percentage displayed will be 120%. Note that no icon will appear on the chart if data does not exist for that period.

a. The highest amount on the vertical axis represents the maximum percentage of the plan used for a month or quarter period within the current year and previous two years.

b. The legend identifies the year of the month or quarter:
Current year: X
Previous year: Circle
Two years ago: Triangle

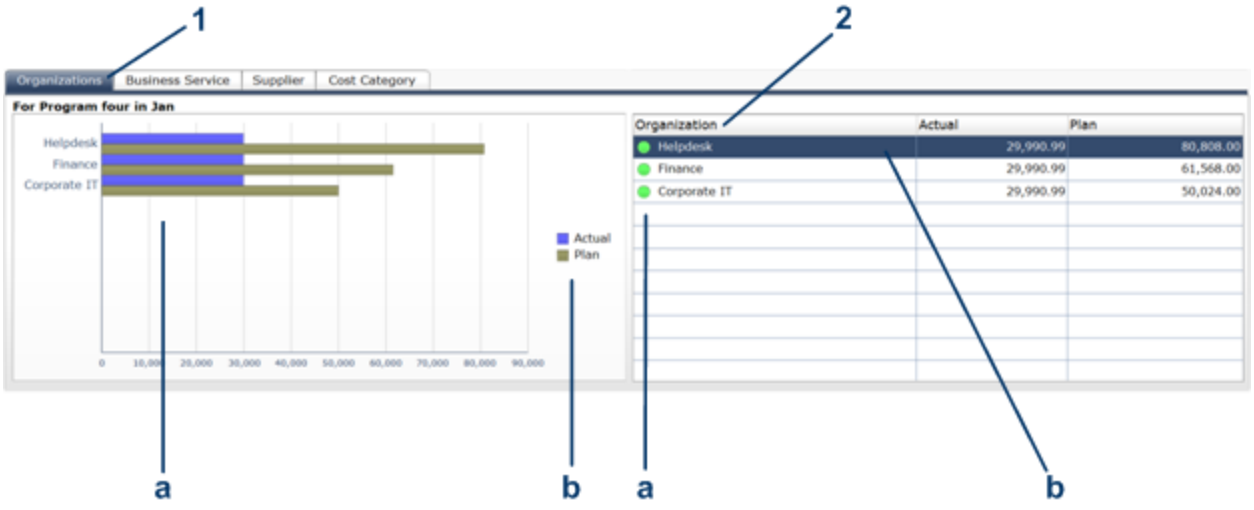
Tier 3

The four tabs on this tier enable you to view actual and plan costs for the selected program for Organizations, Business Service, Supplier, and Cost Category. The information can help answer these business questions:

- Where is the program spending?
- Where does actual cost exceed the plan?
- What is the state of this program's organizations, business services, suppliers, and cost categories?

Example

This example shows the details for the month or quarter selected in the Plan Vs. Actual chart from Tier 2. The same information is displayed in a bar chart and in a table. The chart displays actual and plan costs for an Unknown organization in January 2009. The table lists the actual and plan costs.



The list below provides a description of the numbered items.

1. The bar chart displays actual and plan costs for the selected program in four areas: Organizations, Business Service, Supplier, and Cost Category. Each area is a separate tab.

a. The horizontal bars display the actual and plan costs for the selected Organizations, Business Service, Supplier, or Cost Category.

b. The legend identifies the costs:
Actual costs: Blue
Plan costs: Gold

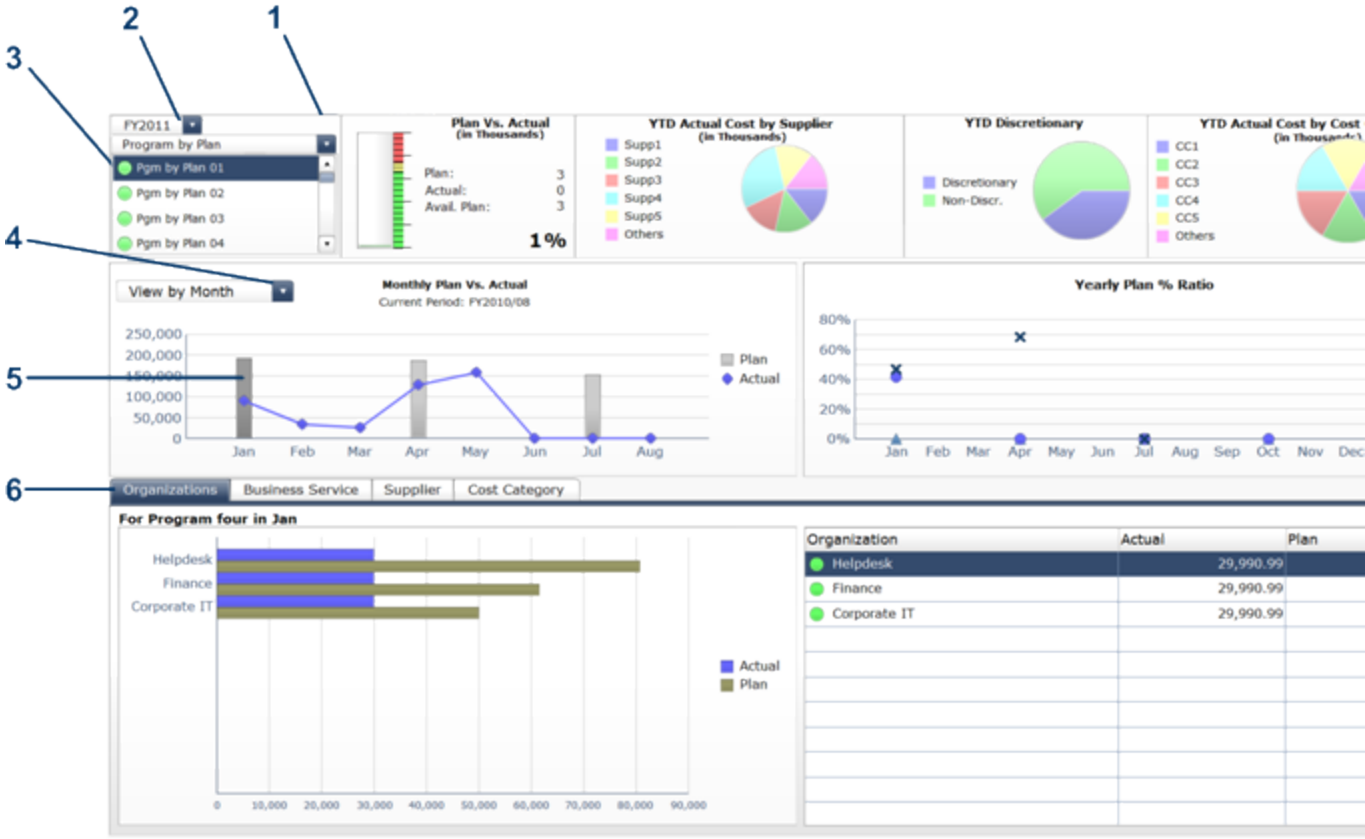
2. Using data from the selected Organizations, Business Service, Supplier, or Cost Category, the table shows the details of plan versus actual for the selected program.

a. The legend identifies the plan costs and the difference between actual and plan.
Actual costs within 100% of the plan are green.
Actual costs between 100 - 110% are yellow.
Actual costs over 110% are red.
Note: Xcelsius does not display an alert icon when the planned cost for a program, business service, supplier, or cost category is zero.

b. The table lists the organizations, business services, suppliers, or cost categories.

Tier Interaction

The interactive dashboard dynamically updates the charts when you choose a program, change the option to view monthly or quarterly costs, drill down to get more details, or select the Organizations, Business Service, Supplier, or Cost Category tab.



The list below provides a description of the numbered items.

1. The drop-down option enables you to display all or a subset of programs.
2. The drop-down enables you to select the fiscal year for which you want to see data.
3. By selecting a program from this list, all charts in Tier 1, Tier 2, and Tier 3 will change.
4. By selecting the View by Month or View by Quarter option, all Tier 2 and Tier 3 charts will change.
5. By drilling down from this bar chart, Tier 3 charts will change.
6. By selecting the Organizations, Business Service, Supplier, or Cost Category tab, the charts in Tier 3 will change.

Chapter 6

Reports

You can use the out-of-box Web Intelligence (Webi) reports to view daily updates on actual versus planned performance. You can modify the analytics as necessary to support the specific cost analysis needs of your organization. You can also perform ad hoc analysis of cost data to answer less common questions, while knowing that the data you view is consistent across all users.

With Webi reports, you can take advantage of these features:

Feature	Description
Drill Down	Drill lower in the hierarchy within the same analytic. For example, drill down from the Year to examine data for a Quarter or drill down from the Quarter to examine data for a Month.
Drill Up	Drill higher in the hierarchy within the same analytic. For example, drill up from the Month to examine data for a Quarter or drill up from the Quarter to examine data for a Year.
Filter	Specify the data that you want by using the Filter dialog. For example, filter on Retail Customers for the Customer dimension. You can filter on a block (Chart/Table) or at the report level.
Change Chart/Table Type	Select the Chart/Table format you want, and then drag it onto the chart you want to modify. Web Intelligence transforms the chart/table on the report to the new chart/table type you selected and re-allocates the data to different chart axes/ Table disposition, if necessary.
Format Charts	Right-click the chart and select **Format > Chart**. The Format Chart dialog box appears. Select a tab (such as General or Appearance) and change the formats.
Duplicate a Chart	Select the chart you want to duplicate. Click **Duplicate** on the Report toolbar, or click the arrow next to the **Duplicate** button and then select where you want the duplicate chart to be positioned in relation to the original chart. Web Intelligence inserts the duplicate chart.
Add/Replace Object to the Table	Select the object you want to add and drag it over to the table so that a red bar appears where you want to place the object. Release the object.

For more information about using Webi reports, refer to the SAP® Business Objects documentation available at the SAP Help Portal (http://help.sap.com) web site.

To use reports

1. From the main menu bar, click **Reports**.
2. Select the report.

Bill of IT

Use the Bill of IT analytic to view cost statement summary reports at the customer level. When you select the report, you will be prompted for the Customer Name.

The analytic can help answer business questions such as these:

- What are the top 10 business services with the highest actual cost?
- What are the actual cost, planned cost, and variance from plan by business service?
- What percent of the actual cost is the business service consuming?

The table below lists details for Bill of IT:

Category	Description	
Usage	**Users**	CFO
	Frequency	Current year-to-date
Layout details	**Dimensions**	Business Service Name, Customer Name
	Measures	Actual Cost, Planned Cost, Variance from Plan
Drill options	None	
Type	Web Intelligence Report (Webi)	
Format	Pie chart and table	
Universe	Bill of IT	
Notes	This analytic has a pie chart and a table. The pie chart displays the percentage of the actual cost by the customer's top 10 business services. The table displays the business service name, actual cost, planned cost, and variance (actual cost - planned). Actual costs that exceed planned costs are highlighted in red.	

Multi-Dimensional Cost Comparison Analysis

Use the Multiple Dimensional Cost Comparison Analysis analytic to compare how the organization is doing by these dimensions:

- Customer
- Business Service
- IT Organization

- Location
- Suppliers

Each dimension has its own tab where you can view the cost variance amount, planned cost, cost variance percentage, and actual cost.

The analytic can help answer business questions such as these:

- What are the top 10 dimensions with high cost variance amounts for the month or quarter?
- What are the top 10 dimensions with the highest planned cost for the month or quarter?
- What are the top 10 dimensions with high cost variance percentages for the month or quarter?
- What are the top 10 dimensions with the highest actual cost for the month or quarter?

The table below lists details for Multiple Dimensional Cost Comparison Analysis:

Category	Description	
Usage	**Users**	CIO, IT Financial Manager, IT Financial Analyst, IT Manager
	Frequency	Monthly, quarterly, or yearly; the default is quarterly
Layout details	**Dimensions**	Customer, Business Service, Organization, Location, Supplier
	Measures	Cost Variance Amount, Cost Variance Percentage, Planned Cost, Actual Cost
Drill options	Drill down from a quarter to a month Drill up from a quarter to a fiscal year	
Type	Web Intelligence Report (Webi)	
Format	Bar chart and table	
Universe	IT Financial Analysis	
Notes	This analytic has five tabs: Customer, Business Service, Organization, Location, Supplier. Each tab displays the data in a bar chart and a table measured by four facts: Variance Amount, Planned Cost, Variance Percentage, and Actual Cost.	

Service Decomposition by CI Type

Use the Service Decomposition by CI Type analytic to view service cost decompositions by configuration item.

The analytic can help answer business questions such as these:

- What are the top 10 configuration item types with the highest actual cost?
- What are the actual cost, planned cost, and variance from plan by configuration item?

- What is my average cost for computers across all business services and cost categories?
- What percent of my actual costs is for servers?

The table below lists details for Service Decomposition by CI Type:

Category	Description	
Usage	**Users**	IT Financial Manager
	Frequency	Current year-to-date
Layout details	**Dimensions**	Business Service Name, Cost Category Name, CI Type
	Measures	% of Cost, CI Quantity, Actual Cost, Average Cost, Average Cost by CI Type
	Prompts	Business Service Name, Cost Category, Fiscal Year
Drill options	Drill down from CI Type to CI Model details	
Type	Web Intelligence Report (Webi)	
Format	Pie chart and table	
Universe	Bill of IT	
Notes	This analytic has a pie chart and a table. The pie chart displays the percent of Actual Cost by Top 10 CI Types for the selected Business Service-Cost Category. The table displays the % of Cost, CI Type, Actual Cost, CI Quantity, Average Cost, and Average Cost by CI Type. Selecting the link on CI Type refreshes the Service Decomposition by CI Type Detail report for the selected business service, cost category, CI type, and fiscal year. In the Total Amounts row, the Avg Cost by CI Type field shows the average cost of all CIs of any type across the entire data warehouse without filters. This amount may include types that do not appear in the report because they do not match the business service and cost category filters. The calculation for the Avg Cost by CI Type field in the rows below the Total Amount row is the average cost of all CIs of this CI type across the entire data warehouse without filters.	

Service Decomposition by Cost Category

Use the Service Decomposition by Cost Category analytic to view service cost decompositions by cost category.

The analytic can help answer business questions such as these:

- What are the top 10 cost categories with the highest actual cost?
- What are the actual cost, planned cost, and variance from plan by cost category?

- What is my average cost for computers across all business services and cost categories?

The table below lists details for Service Decomposition by Cost Category:

Category	Description	
Usage	**Users**	IT Financial Manager
	Frequency	Current year-to-date
Layout details	**Dimensions**	Business Service, Cost Category
	Measures	% of Cost, Actual Cost, Planned Cost, Variance from Plan
	Prompts	Business Service Name, Fiscal Year
Drill options	Drill through from Cost Category Name to CI Types	
Type	Web Intelligence Report (Webi)	
Format	Pie chart and table	
Universe	Bill of IT	
Notes	This analytic has a pie chart and a table. The pie chart displays the Variance of the actual cost by the Top 10 Cost Categories for the selected Business Service. The table displays the percent of cost, cost category, actual cost, planned cost, and variance (actual - planned). Selecting the link on Cost Category refreshes the Service Decomposition by CI Type report for the current business service, selected cost category, and fiscal year. The actual costs that exceed planned costs are highlighted in red. Note that the actual amount will be larger than the amount shown on the Service Decomposition by CI Type report due to cost categories amounts with no associated CI type.	

Service Decomposition by CI Type Detail

Use the Service Decomposition by CI Type Detail analytic to view service cost decompositions by configuration item.

The analytic can help answer business questions such as these:

- What are the top 10 configuration item types with the highest actual cost?
- What are the actual cost, planned cost, and variance from plan by configuration item?
- What is my average cost for computers across all business services and cost categories?
- What percent of my actual costs is for servers?

The table below lists details for Service Decomposition by CI Type:

Category	Description	
Usage	**Users**	IT Financial Manager
	Frequency	Current year-to-date
Layout details	**Dimensions**	Business Service Name, Cost Category Name, CI Type, CI Model Name, Operating System, Processor, Memory (RAM)
	Measures	% of Cost, CI Quantity, Actual Cost, Average Cost, Average Cost by CI
	Prompts	Business Service Name, Cost Category, CI Type, Fiscal Year
Drill options	None	
Type	Web Intelligence Report (Webi)	
Format	Pie chart and table	
Universe	Bill of IT	
Notes	This analytic has a pie chart and a table. The pie chart displays the % of actual cost by the models. The table displays the % of Cost, Model Name, Operating System, Processor, RAM, Quantity, Actual Cost, Average Cost, and Average Cost by CI.	

Chapter 7

Admin

The data warehouse delivers different types of reports in a SAP BusinessObjects Enterprise XI 3.1 Web Intelligence format that report on administrative or Audit, Balance, and Control (ABC) activities. If you have Administrator privileges, you can access the administrative or ABC reports from this menu. You can also log in to the data warehouse to configure your ETL data sources. For information about the administration reports and other data warehouse administration tasks, see the *IT Data Warehouse Administration Guide*.

Chapter 8

Tools

You can use business intelligence tools to access, analyze, report, and share information about your organization. The BusinessObjects Information Portal enables you to view your inbox, favorites, and document lists. For more information about using InfoView, refer to the SAP® Business Objects documentation available at the SAP Help Portal (http://help.sap.com) web site.

Information Portal

The Information Portal is a direct link to your installation of SAP® BusinessObjects Enterprise XI. SAP® BusinessObjects Enterprise XI is a business intelligence application that enables you to view, edit, and create analytics. You can:

- Add, maintain, store, and create database queries that generate analytics.
- Run queries at any time to refresh the data.

Note: Remember to enable popup windows from your browser when you access the Information Portal. The link to SAP® BusinessObjects Enterprise XI automatically opens a new browser window.

How do I create a Web Intelligence Report?

When you create a Web Intelligence Report using the SAP® BusinessObjects Enterprise XI applications, you can design and run queries. You can view and format the report, then save it for others in your organization.

Financial Planning and Analysis simplifies the query process with subject oriented views that contain universe objects. The universe that you choose has relevant dimensions, measures, and filters that are essential for your particular interest.

For more information, refer to the SAP® Business Objects documentation available at the SAP Help Portal (http://help.sap.com) web site.

Use historical data in ad hoc queries

Financial Planning and Analysis enables you to modify Web Intelligence Reports to use historical data instead of current data for ad hoc queries. You can use a snapshot of the data from the time the records were created to make comparisons and do trend analysis. To modify a Web Intelligence Report to use historical data, edit the report query to include the **Show Historical Information** filter.

For more information, refer to the SAP® Business Objects documentation available at the SAP Help Portal (http://help.sap.com) web site.

How do I create an Xcelsius Flash report?

You can create Xcelsius Flash reports using the SAP® Business Objects Xcelsius application. You must use the out-of-box Xcelsius report source files as templates when you create custom Xcelsius reports. You can access the source files in the Xcelsius Source folder in the SAP® Business Objects InfoView document list.

For more information, refer to the SAP® Business Objects documentation available at the SAP Help Portal (http://help.sap.com) web site.

Print

You can print the current page of the Financial Planning and Analysis application.

1. From the main menu, click **Tools > Print**.
2. Click the Print icon in the upper left corner.
3. In the **Print dialog box**, select the printer.
4. Click **Print**.

Chapter 9

Print documentation

You can access the online help directly, or you can print the documentation to review offline. Click the Print icon to print a single topic or print the complete formatted version of the Financial Planning and Analysis documentation.

To obtain the most current version of all Financial Planning and Analysis documentation, visit the product manuals web site at: HP Software Product Manuals

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

Glossary

A

ABC

Audit, Balance, and Control (ABC). 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.

ABC Batch

An instantiated ABC job stream built from the job stream definition. The execution is sequential: one batch must finish execution before a new batch for the same job stream can start. In the case where there is both upstream and downstream ETL, an upstream batch and a downstream batch can run concurrently. Each executable batch has a unique ID.

ABC Job stream

A flow of individual execution (job stream) steps and a description of related dependencies. A job stream can have one or more start steps, one or more end steps, and execute several parallel branches. A stream ID value identifies the individual stream. The ABC job stream contains one-to-many job stream steps.

ABC Job stream step

An individual step that invokes a command line utility or executes an SAP BusinessObjects Data Services job. An ABC job stream step is unique within an ABC job stream.

ad hoc query

A spontaneous request for information that is formulated and run a single time.

aggregation

The accumulation of related data into a pre-joined table.

allocation engine

The allocation engine is a process that communicates with the (FPA) web application. It provides status information about allocations when changes are made 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.

allocation scenario

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.

allocation stage

Allocation stages are a required component of the allocation engine. They identify a dimension that is associated with a Cost fact table. You can define Actual Cost and Planned Cost stages.

analytic application

An application that produces a series of interactive reports that support management decisions.

analytics

A report that summarizes or aggregates data.

assignment group

A list of users who are responsible for an incident.

B

backfill record

A snapshot from the source system used to complete partial data entities in the change data capture (CDC) records for a given cycle.

business driver

The tasks, information, people, and requirements that promote and support the goals of the enterprise.

business intelligence

The result of in-depth analysis of business data.

business intelligence analysis

Business intelligence describes the result of in-depth analysis of detailed business data, including database and application technologies and analysis practices. Business intelligence is sometimes used synonymously with decision support but is much broader, potentially encompassing knowledge management, enterprise resource planning, data mining, and other practices.

business process

A set of business services that support a single corporate purpose.

business service

A business service is the combination of one or more business applications plus the supporting configuration items that enable delivery of the business service to the customer. The products that IT offers its customers are internal and external business services. A business service supports zero-to-many organizations, and a business service incident usually impacts associated organizations. An organization can rely on one-to-many business services; however, an incident that affects the organization may not always affect the associated business service. Enterprise resource planning (ERP) is a good example of a business service. ERP is a business management system that integrates all facets of the business, including planning, manufacturing, sales, and marketing. There can be many component business applications such as inventory control, order tracking, customer service, finance, and human resources.

C

CapEx

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

catalog

A list of declared available executables.

change data capture

FPA uses the change data capture (CDC) technique to detect inserts and updates from source data based on the previously extracted change timestamp for each entity. Delete records are detected using a full key compare against the Transactional Snapshot (TSNP).

composite key

A primary key that consists of more than one column.

configuration item

A component of infrastructure such as a hardware component in a larger hardware system, a software application, or any other identifiable item that supports a business service.

Configuration Management Database

A well-designed Configuration Management Database (CMDB) is a critical building block that stores configuration, asset, and incident data. The CMDB integrates information about assets, incidents, problems, change requests, and configuration items (CIs).

conformed dimension

A standardized enterprise-wide definition of a dimension.

consolidated model

During the ETL process, FPA gathers information from one or more source systems and conforms the data into a single consolidated entity before loading it into the data warehouse.

core model

In the core model, data marts are architected to share the same master set of conformed dimensions and standardized facts across the enterprise.

corporate information factory

The framework that surrounds the data warehouse.

cost variance

The difference between the planned cost and the actual cost of a project.

CSNP

Consolidated Snapshot.

cube

A multi-dimensional structure that contains an aggregate value at each point. The edges of the cube contain the dimension members, and the body contains the data values.

D

dashboard

A reporting tool that consolidates, aggregates, and arranges measurements and metrics on a single screen so information can be monitored at-a-glance.

data architecture

The data, processes, and technologies that an enterprise uses to create and operate information systems.

data flow

A reusable object that contains steps to define the transformation of data from source to target.

data integration

The activity of combining data from multiple data sources to present a single collection of data to the warehouse.

data mart

A highly-focused version of a data warehouse that contains data for a specific subject area.

data model

Data models describe the source, extraction, consolidation, and target components for a single entity.

data quality

The degree of data excellence. The data should be timely, well understood, and satisfy the needs of the business.

data warehouse

A repository of integrated information that is available for queries and analysis.

dimension

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

discretionary

Discretionary expenditure or managed cost. Nonessential costs such as advertising, maintenance, or research and development that may be eliminated without disrupting operations.

drill down

In reports, you can click the magnifying glass icon on the right of the standard toolbar to start drill mode. Items in the analytic become clickable and enable you to drill lower in the hierarchy within the same analytic. For example, drill down from the year to examine data for a quarter.

drill through

In reports, you can click a data point in the chart or other link to get more information from a child analytic. Drill through analytics are Details analytics.

drill up

In reports, you can click the magnifying glass icon on the right of the standard toolbar to start drill mode. Items in the analytic become clickable and enable you to drill higher in the hierarchy within the same analytic. For example, drill up from the month to examine data for a quarter.

E

efficiency and effectiveness

Efficiency describes how well IT meets customer expectation with minimal resources, expense, or unnecessary effort. Effectiveness measures the degree of success in achieving a given goal. Unlike efficiency, effectiveness does not measure the resources expended, the expense incurred, or the effort, but only the degree of success. IT can be effective without being efficient. FPA enables you to construct scenarios that alter resources, expenses, or other efficiency components to improve effectiveness.

enterprise key

The enterprise key is used to generate the durable key in the target entities.

ETL

The Extract, Transform, and Load (ETL) process is an end-to-end transfer of external source data through several staging layers and into the target layer of the data warehouse. The source data can reside in a single database or multiple databases. The data warehouse uses the ETL process to extract, consolidate, and transform the source data into a meaningful target model that populates relevant business analytics.

executable

A program that executes an ETL task: Any custom script or program that complies with the data warehouse ABC API. An SAP BusinessObjects Data Services job that complies with the data warehouse ABC utilities.

EXT

Extract Staging.

external key

A string used to identify an object in an external store such as a record in a database.

Extract (ETL)

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. FPA extracts data if the last modification date is greater than or equal to the maximum last modification date value.

F

fact

The central table in a star schema that contains the measures that the business users want to analyze.

foreign key

A field in a table that links to another related table.

G

governance

A process or group used to control change and provide oversight.

granularity

The level of the measures within a fact table represented by the lowest level of the dimensions.

H

hierarchy

A logical structure that uses ordered levels as a means of organizing data.

historical data

Data from previous time periods that is used for trend analysis and comparisons.

L

Load (ETL)

The load process adds new records, updates existing records, and flags deleted records in the data warehouse target layer fact and dimension tables.

log

A log displays an alert that an issue occurred during execution. The information in the execution log can become an alert when configured by the alert system.

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.

merge

Tables that exist across multiple data sources and where reconciliation is done are consolidated with a merge. In a merge, all records from all tables are imported, and reconciliation is done where appropriate. Merges join tables where they overlap and also import all other records.

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.

MSC

Multiple Source Consolidated.

MSI

Multiple Source Identity.

multi-dimensional

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

N

near-real-time

Rapid updates from transactional systems.

non-discretionary

Non-discretionary expenditure. Essential costs that cannot be eliminated without disrupting operations.

O

online analytical processing

OLAP. An application that allows multi-dimensional manipulation, display, and visualization of data.

operational data store

A database designed to integrate data from multiple sources to make analysis and reporting less complicated.

OpEx

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

organization

Part of the business that provides a product or service to an internal or external customer.

P

primary key

Primary keys are the field or fields that make up the unique value for each record. In the source application, this is represented by the business key. In the data warehouse, it is the surrogate key.

prioritization

When the number of services required exceeds your capacity, you must establish rules to organize open incidents into a work queue. The most urgent incidents are at the beginning of the queue; incidents with lower priority are at the bottom of queue.

process

A process is an execution of a job stream step in a specific batch. A single job stream step may lead to multiple processes in cases of retries.

R

real-time

Instantaneous reporting.

reconciliation

Data reconciliation helps ensure the quality of the data.

report

A pre-defined document that targets a specific audience or user.

report library

A set of programs that have been created, tested, quality assured, documented, and made available to the user community.

resource allocation

The challenge for IT is to reduce costs without compromising services. Reducing personnel can reduce costs, but may seriously affect services that require high service levels and minimal outages. FPA enables you to plan for resource needs, the cost of reducing head count, and validate that resources levels are correct for your service requirements. For example, increased revenues may mean increased demand for services and more unplanned outages. How much budget do you need to assign enough technicians to cover expected demand?

risk

The possibility of a measurable monetary loss or an intangible opportunity cost.

S

slowly changing dimension

A slowly changing dimension (SCD) is a dimension that contains data that changes over time. For SCD type 1 changes, the new data overwrites the original data. For SCD type 2 changes a new record is generated. FPA makes a copy of the record and flags the original record as historical. Both the new and old record share the same durable key, indicating that they are the same piece of data.

snowflake schema

A type of star schema in which the dimension tables are partly or fully normalized.

SSI

Single Source Identity.

SSNP

Single Source Snapshot.

staging

A collection area where data is transformed for presentation, integration, or enhancement.

star schema

A relational schema whose design represents a dimensional data model.

star schemas

A relational schema whose design represents a dimensional data model.

stream step detail

A sub-task of the executable job stream step. There are no assumptions about the content of the executable; therefore, the stream step detail is not modeled. The ETL designer is responsible to define the job stream step details.

surrogate key

A surrogate key is a primary key for the dimension tables. It is the field that makes up the unique value for each record in the data warehouse. Surrogate

keys are numeric and are controlled by the ETL process.

T

Transform (ETL)

During the transformation process, FPA 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.

TSNP

Transactional Snapshot.

U

union

Tables that occur in either single or multiple data sources and have records that are assumed to be equal and independent are consolidated with a union. In a union, all records from all sources are imported but are not reconciled. They are simply added to the rowset.

universe

Contains dimension and measurement objects that map to structures in the database. Analytics use data in the universe.

upstream

Upstream ETL retrieves data from one or more external applications, consolidates it into a target data model, and stores it in the data warehouse.

W

work flow

A reusable object containing steps to define the order of job execution.

X

XFR

Dimensional Transform.

XREF

Cross Reference.