

# Financial Planning & Analysis

for the Windows operating system

Software Version: 9.10

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## Application User Guide

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# Contents

- Contents ..... 5
- Financial Planning & Analysis ..... 11
  - Financial Planning & Analysis overview ..... 11
  - Features ..... 11
  - Financial Planning & Analysis architecture ..... 13
- What's new? ..... 14
  - Allocation rules ..... 14
  - BTO portfolio compatibility ..... 14
  - Dashboards ..... 14
  - Documentation ..... 15
  - Installation and configuration ..... 15
  - Menu bar ..... 16
  - Performance ..... 16
- Working With Financial Planning & Analysis ..... 18
  - What is Financial Planning & Analysis? ..... 18
    - Allocations ..... 19
    - Assumptions ..... 19
    - Cost data model ..... 20
    - Dashboards ..... 21
    - FPA data ..... 21
    - Prerequisites ..... 22
    - Reports ..... 22
    - Security roles ..... 23
- Allocations ..... 24
  - To use allocations ..... 24
  - Cost allocation ..... 24
  - Metric based allocation ..... 25
    - Example ..... 25

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
Examples .....	27
How do I update an allocation scenario? .....	27
How do I view an allocation scenario? .....	27
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 .....	28
Allocation stage .....	28
How do I add an allocation stage? .....	28
How do I delete an allocation stage? .....	29
How do I reorder allocation stages in a scenario? .....	29
How do I update an allocation stage? .....	29
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? .....	30
3: Define allocation rules .....	30
Allocation rule .....	30
How do I add an allocation rule? .....	31
How do I add Cost Source and Cost Target criteria? .....	31
To add Cost Source criteria .....	31
To add Cost Target criteria .....	32
How do I delete an allocation rule? .....	32
How do I reorder allocation rules in a stage? .....	33
How do I update an allocation rule? .....	33
How do I view an allocation rule? .....	33

- 4: View Cost Explorer..... 33
  - Cost Explorer..... 33
  - Configuration..... 34
  - Measures..... 34
  - How do I add a configuration?..... 34
  - How do I delete a configuration?..... 35
  - How do I email a configuration link?..... 35
  - How do I update a configuration?..... 35
  - How do I view Cost Explorer?..... 36
  - How do I view another configuration of the scenario?..... 36
  - How do I update a view of cost measures?..... 36
  - How do I sort charts?..... 36
  - How do I add a filter in Cost Explorer?..... 37
- 5: Publish results..... 37
  - How do I publish results?..... 38
  - How do I unpublish results?..... 38
- Dashboards..... 39**
  - To use dashboards..... 39
  - Financial Summary dashboard..... 39
    - Tier 1..... 39
      - Example..... 40
    - Tier 2..... 41
      - Example..... 42
    - Tier 3..... 43
      - Example..... 43
    - Tier Interaction..... 44
  - Business Service dashboard..... 45
    - Tier 1..... 45
      - Example..... 45
    - Tier 2..... 47
      - Example..... 48

Tier 3 .....	49
Example .....	49
Tier Interaction .....	50
Customer dashboard .....	51
Tier 1 .....	51
Example .....	52
Tier 2 .....	54
Example .....	55
Tier 3 .....	56
Example .....	56
Tier Interaction .....	58
IT Org dashboard .....	58
Tier 1 .....	59
Example .....	59
Tier 2 .....	61
Example .....	62
Tier 3 .....	63
Example .....	63
Tier Interaction .....	65
Program dashboard .....	65
Tier 1 .....	66
Example .....	66
Tier 2 .....	68
Example .....	69
Tier 3 .....	70
Example .....	70
Tier Interaction .....	72
<b>Reports</b> .....	<b>73</b>
To use reports .....	73
Multiple Dimensional Cost Comparison Analysis .....	74
<b>Admin</b> .....	<b>76</b>



Tools.....	77
Information Portal.....	77
How do I create a Web Intelligence Report?.....	77
How do I create an Xcelsius Flash report?.....	77
Use historical data in ad hoc queries.....	77
Print.....	78



# Financial Planning & Analysis

Financial Planning & 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.

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. Along the way, it supports financial management process improvement by providing unprecedented visibility into process effectiveness and efficiency.

## Financial Planning & Analysis overview

Financial Planning & Analysis accelerates time to value by providing a complete business intelligence platform. Financial Planning & Analysis extracts data from HP Asset Manager and HP Project and Portfolio Management and consolidates it into a robust data warehouse. ITIL-based analytics and dashboards show process and financial performance trends. Financial Planning & Analysis 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

Financial Planning & Analysis, formerly called IT Analytics, is the successor to earlier versions of HP DecisionCenter. The complete Financial Planning & Analysis package contains different applications that enable management to perform advanced analyses using data extracted from HP applications. Financial Planning & 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 & Analysis features in this release.

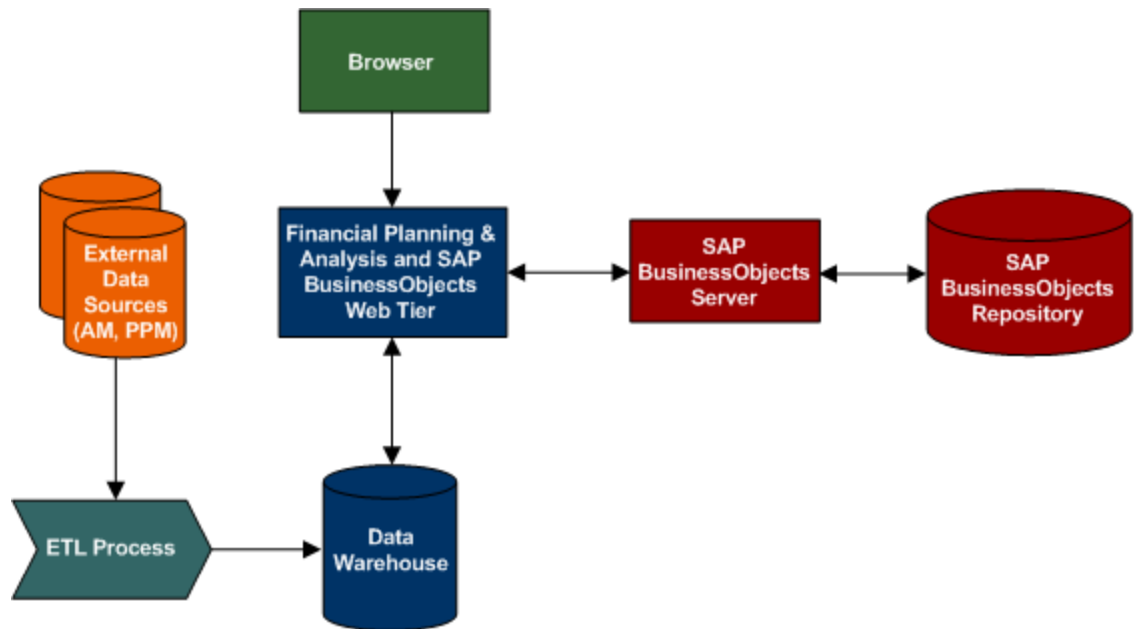
Feature	Description
<b>Financial Planning &amp; Analysis (FPA)</b>	Application that provides your IT stakeholders with actionable cost information that supports effective cost containment and investment decisions. It includes IT cost consolidation, IT cost allocation, allocation scenarios, IT cost dashboard, Cost Explorer, analytics, and integration with HP Asset Manager and HP Project and Portfolio Management.
<b>Data</b>	Imports historical incident, project, and financial data into the data warehouse to populate scenarios and analytics.
<b>Application infrastructure</b>	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 & Analysis architecture

The Financial Planning & 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 & Analysis to summarize data in reports or display it in management dashboards.

SAP® BusinessObjects Data Services is the ETL tool that extracts data from Asset Manager or Project and Portfolio Management to populate the data warehouse.



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## What's new?

HP Financial Planning & Analysis, formerly known as IT Analytics, is an integrated part of the HP BTO Operations version 9 portfolio. Using this version number aligns Financial Planning & Analysis with other products releasing in the same time frame. Financial Planning & Analysis 9.10 is a minor release building on IT Analytics 2.01. There are no underlying architectural changes to this version. Financial Planning & Analysis contains new features and enhancements. Read the topics in this section to learn more about:

- [Allocation rules](#)
- [BTO Portfolio compatibility](#)
- [Dashboards](#)
- [Documentation](#)
- [Installation and configuration](#)
- [Menu bar](#)
- [Performance](#)

### Allocation rules

Costs can now be allocated to targets using metric based allocation. This type of 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.

### BTO portfolio compatibility

The Financial Planning & Analysis application relies on data from Asset Manager or Project and Portfolio Management Financial Management (or both) to produce results. This version of Financial Planning & 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.

For more information about the Business Technology Optimization (BTO) portfolio, see the HP web site: [Business Technology Optimization](#).

### Dashboards

This version of Financial Planning & Analysis expands support with new dashboards that enable IT executives to view planned versus actual cost.

- [Business Service dashboard](#)
- [Customer dashboard](#)

- [Financial Summary dashboard](#)
- [IT Organization dashboard](#)
- [Program dashboard](#)

Dashboards provide a view of the areas with the highest variance, helping IT executives to focus their management attention on areas of potential concern.

## Documentation

This version contains separate documentation for the application and the data warehouse. The guides are available in PDF format for electronic viewing or printing with Adobe Reader®. If necessary, you can obtain the latest version of Adobe Reader from the [Adobe](http://www.adobe.com) (<http://www.adobe.com>) web site. To obtain the most current version of all Financial Planning & 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](#).

Product Manual	Description
HP Financial Planning & Analysis Application User Guide	Is the complete set of Help system topics organized into book format.
HP Financial Planning & Analysis Data Warehouse Administration Guide	Contains information about how to configure and use the HP data warehouse.
HP Financial Planning & Analysis ETL Reference Guide	Describes the Extract, Transform, and Load (ETL) process and how it changes and consolidates data so that it can be used for reporting purposes.
HP Financial Planning & Analysis Installation and Configuration Guide	Describes how to install and configure the data warehouse and Financial Planning & Analysis.

## Installation and configuration

The data warehouse installation and configuration is a separate process that you must complete before you install and use Financial Planning & Analysis. The Configuration Tool assists you in completing the installation.

This version of the Configuration Tool has additional capabilities:

- The Configuration Path dialog enables you to configure a new installation or upgrade an existing instance.
- You can select an alternate data source if you do not have HP Asset Manager or Project and Portfolio Management data.

To take advantage of creating customized dashboards, you must now install SAP® BusinessObjects Xcelsius and the Antivia Xcelsius™ Web Intelligence Integration Suite (XWIS) add-on.

For more information about installation and configuration, see the Financial Planning & Analysis Installation and Configuration Guide.

## Menu bar

The new horizontal menu bar enables you to access Financial Planning & Analysis features and link directly to online tools.

Feature	Navigates to
Allocations	Allocation Scenarios home page
Dashboards	Out-of-box dashboards: Financial Summary, Business Service, Customer, IT Org, and Program
Reports	Out-of-box Multiple Dimensional Cost Comparison Analysis report and any customized reports
Admin	Administrative-related reports concerning the data warehouse, audit, and control
Tools	BusinessObjects Information Portal and printing
Help	Online help

## Performance

This version of Financial Planning & Analysis provides improved performance for the Dashboards and Cost Explorer.





# Working With Financial Planning & Analysis

Financial Planning & 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 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 & Analysis Installation and Configuration Guide*.

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

## What is Financial Planning & Analysis?

Financial Planning & 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 & 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.

- **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 and HP Project and Portfolio Management (PPM) Center software:** Out-of-box integrations with AM and PPM Center make gathering cost data more efficient. Integration processes keep the data current.

## Allocations

The allocation tool is a component of Financial Planning & 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.

## Assumptions

In Financial Planning & 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 & 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 Target data models.

For more information the ETL process, see the *Financial Planning & Analysis ETL Reference Guide*. The most current version of this document is available on 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](#).

## 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.

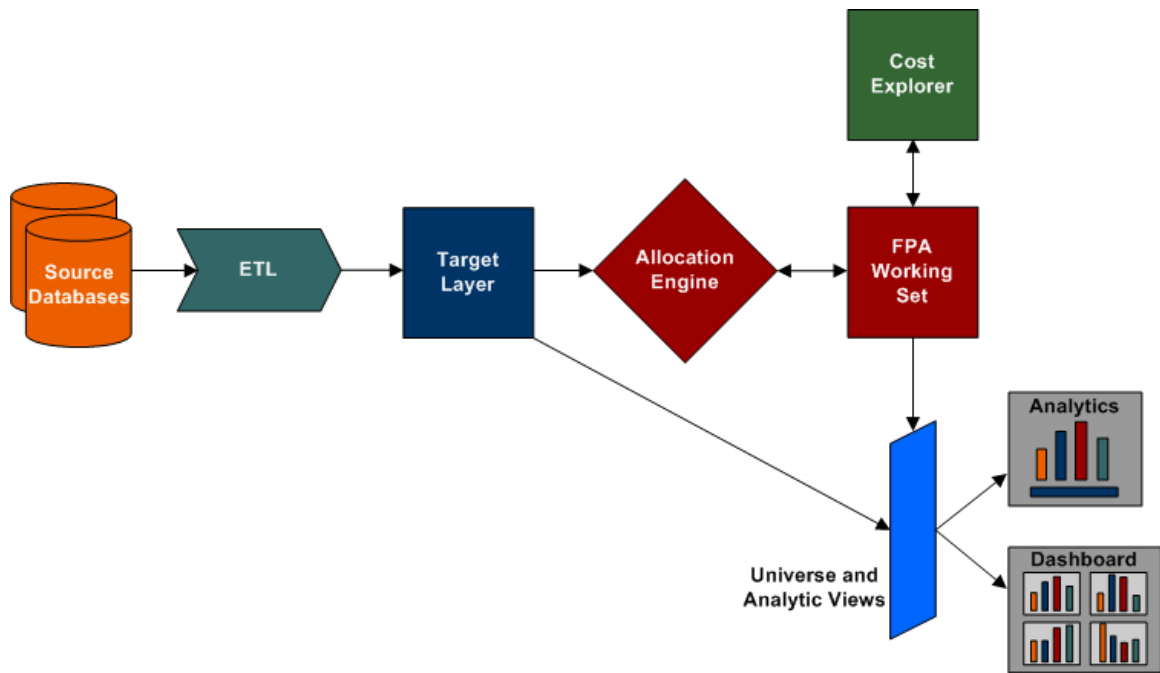
Data extracted from Project and Portfolio Management and Asset Manager populates the dashboards.

## FPA data

When you install the Financial Planning & Analysis component, it uses data extracted from one or more of these applications:

- Asset Manager
- Project and Portfolio Management

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 *Financial Planning & Analysis Data Warehouse Administration Guide*. For more information about FPA data flows, see the *Financial Planning & Analysis ETL Reference Guide*. The most current versions of these documents are available on 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](#).

## Prerequisites

Success depends on meeting these prerequisites:

- The data warehouse is installed and accessible.
- Your source database is Asset Manager, Project and Portfolio Management, 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, see the *SAP® BusinessObjects Enterprise InfoView User's Guide* available at the [SAP Help Portal](http://help.sap.com) (<http://help.sap.com>) web site.

## Security roles

A security role determines what you can do in Financial Planning & 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.

**Note:** All roles have read-only access rights for Dashboards. The FPA\_CE\_CONFIG role has read-only rights for Allocations.

Role	Allocations	Dashboards	Reports	Admin	Common
FPA_ADMIN	X	X	X	X	X
FPA_ANALYTIC		X	X		X
FPA_CE_CONFIG	X	X	X		X
DW_ADMIN				X	X

Contact your data warehouse administrator to change your access level.

# Allocations

The allocation tool is a component of Financial Planning & 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.

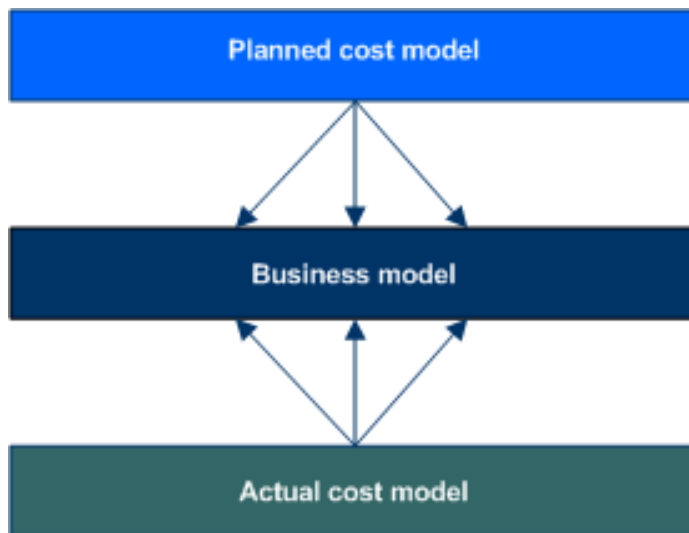
## To use allocations

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.

## 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.

## Allocation engine

The allocation engine is a process that communicates with the Financial Planning & 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. The data comes from asset management and project management systems.

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

- 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?

- From the main menu bar, click **Allocations > Scenarios**.
- 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.
- 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?

- From the main menu bar, click **Allocations > Scenarios**.
- Under **Actions**, click **Cost Explorer** for the scenario with the configuration to be viewed.
- 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.
- 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?


- From the main menu bar, click **Allocations > Scenarios**.
- Under **Actions**, click **Cost Explorer** for the scenario to be updated.
- Choose a configuration in the **Default Configuration** drop-down list.
- Choose up to three measures from the **Use these measures** drop-down list. The default measures are **Plan** and **Actual**.
- Click **Update Chart** to view the results.
- Do one of the following actions:
  - Click **Save** to save the current settings for this configuration.
  - Click **Save as** to save these settings as a new configuration.
    - Type the name.
    - Click **OK**.
- Click **OK** to confirm.
- 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?

- From the main menu bar, click **Allocations > Scenarios**.
- Under **Actions**, click **Cost Explorer** for the scenario with the charts to be sorted.
- 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.
- 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
<b>Publish Requested</b>	Cancel
<b>Publish started {date/time}</b>	Unpublish
<b>Published {date/time}</b>	Unpublish
<b>Unpublish Requested</b>	Cancel

Status	Available Action
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.

# 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.

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.

## 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:

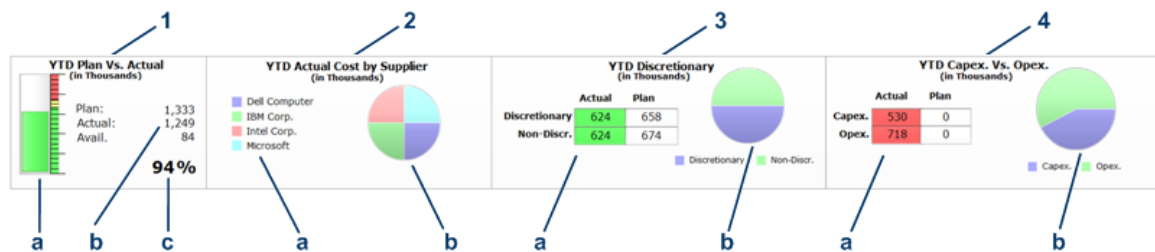
- Is the organization within its PoR for discretionary and non-discretionary expenses?
- What percentage of the actual cost is discretionary versus non-discretionary?

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 table below provides a description of the numbered items.

Item	Description
1	<p>The <b>YTD Plan Vs. Actual</b> 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.</p> <p>Actual costs within 100% of the plan are green.            Actual costs between 100 – 110% are yellow.            Actual costs over 110% are red.</p>
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.



Item	Description
c	The percent indicates the actual cost divided by the plan cost multiplied by 100.
2	The <b>YTD Actual Cost by Supplier</b> 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 <b>YTD Discretionary</b> table and pie chart list your total discretionary and non-discretionary costs for the year-to-date.
a	<p>The table lists the actual and plan costs for discretionary and non-discretionary spending.</p> <p>Actual costs within 100% of the plan are green.            Actual costs between 100 - 110% are yellow.            Actual costs over 110% are red.</p>
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 <b>YTD Capex Vs. Opex</b> table and pie chart list your total capital and operating expenses for the year-to-date.
a	<p>The table lists the actual and plan costs for capital and operating expenses.</p> <p>Actual costs within 100% of the plan are green.            Actual costs between 100 – 110% are yellow.            Actual costs over 110% are red.</p>
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:

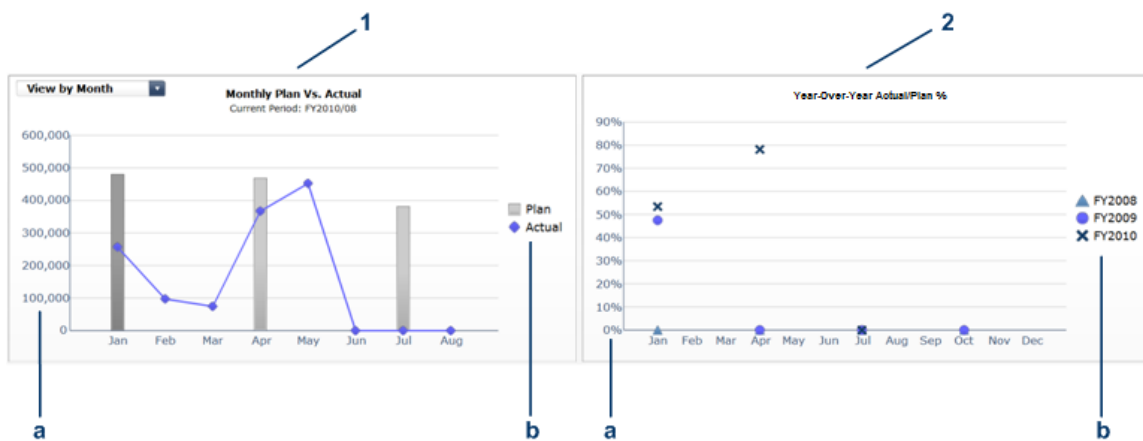
- How well is the organization staying within the plan on a monthly and quarterly basis?
- When did actual spending exceed the plan?

The Year-Over-Year Actual/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 table below provides a description of the numbered items.

Item	Description
------	-------------

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 The **Year-Over-Year Actual/Plan %** chart provides details on what percent was actually spent compared to what was planned over the last three years. The percentage is the amount spent divided by the amount planned times 100. For example, if 120 was spent 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.

Fiscal Quarter	UNKNOWN		002 - Hall		002 - Conferer		001 - Receptio		002 - Office		001 - Office		001 - Receptio		001 - Office		Others		TOTAL	
	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

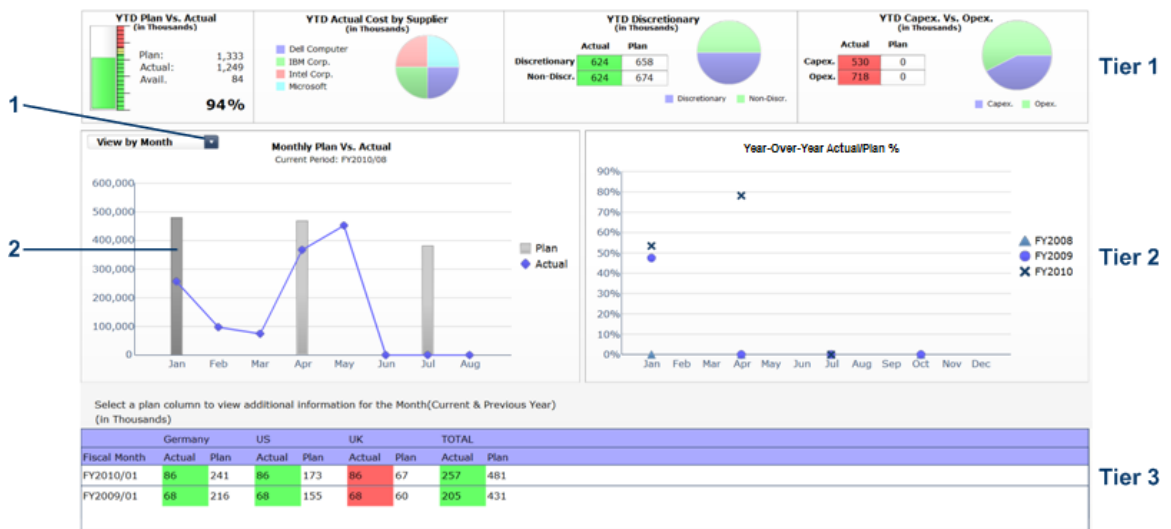
The table below provides a description of the numbered items.

Item	Description
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 <b>Others</b> 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 table below provides a description of the numbered items.

Item	Description
1	By selecting the View by Month or View by Quarter option, Tier 2 and Tier 3 charts will be updated.

## 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:

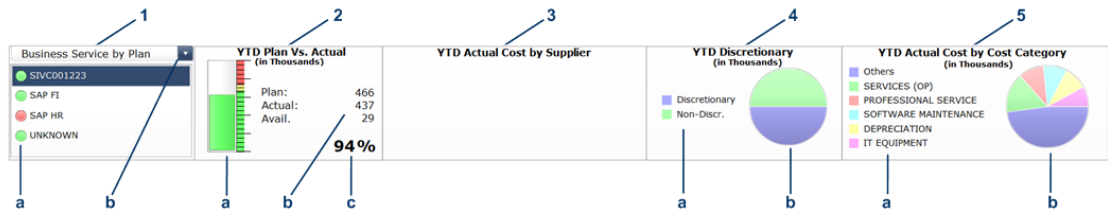
- What percentage of the actual cost is discretionary versus non-discretionary?

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 table below provides a description of the numbered items.

Item	Description
1	The drop-down option sorts up to the top 100 IT business services with the highest planned costs.
a	<p>The colors preceding the business service identify the state of the plan:</p> <p>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.</p>
b	<p>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.</p> <p><b>Business Service by Plan</b> lists the business services by the highest planned costs.  <b>Business Service by Variance</b> lists the business services by those that are most over-budget.  <b>Business Service by Name</b> lists the business services alphabetically.</p>

Item	Description
2	<p>The <b>YTD Plan Vs. Actual</b> 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.</p> <p>Actual costs within 100% of the plan are green.            Actual costs between 100 - 110% are yellow.            Actual costs over 110% are red.</p>
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 <b>YTD Actual Cost by Supplier</b> pie chart lists the top five suppliers with the largest actual cost year-to-date. In the example, this data does not exist; therefore, the chart is blank.
4	The <b>YTD Discretionary</b> 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 <b>YTD Actual Cost by Cost Category</b> 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:

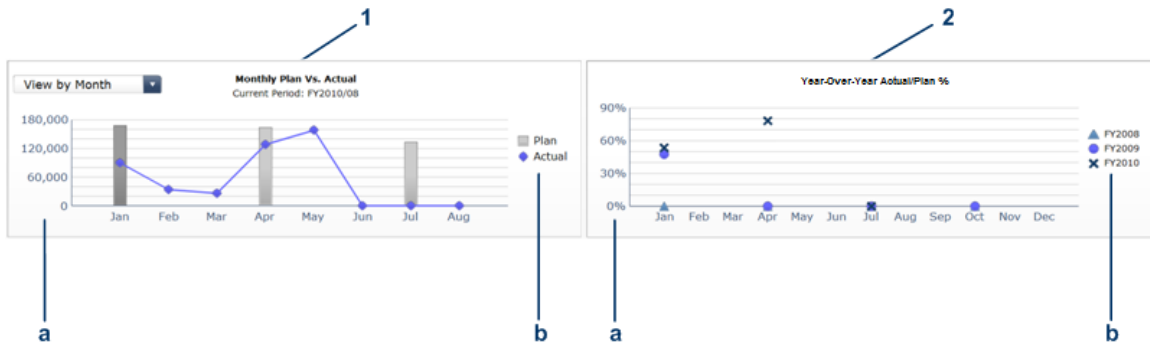
- How well is the business service staying within the plan on a monthly and quarterly basis?
- When did actual spending exceed the plan?

The Year-Over-Year Actual/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 table below provides a description of the numbered items.

Item	Description
1	The <b>Plan Vs. Actual</b> 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.
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



Item	Description
2	The <b>Year-Over-Year Actual/Plan %</b> chart provides details on what percent was actually spent compared to what was planned over the last three years. The percentage is the amount spent divided by the amount planned times 100. For example, if 120 was spent 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

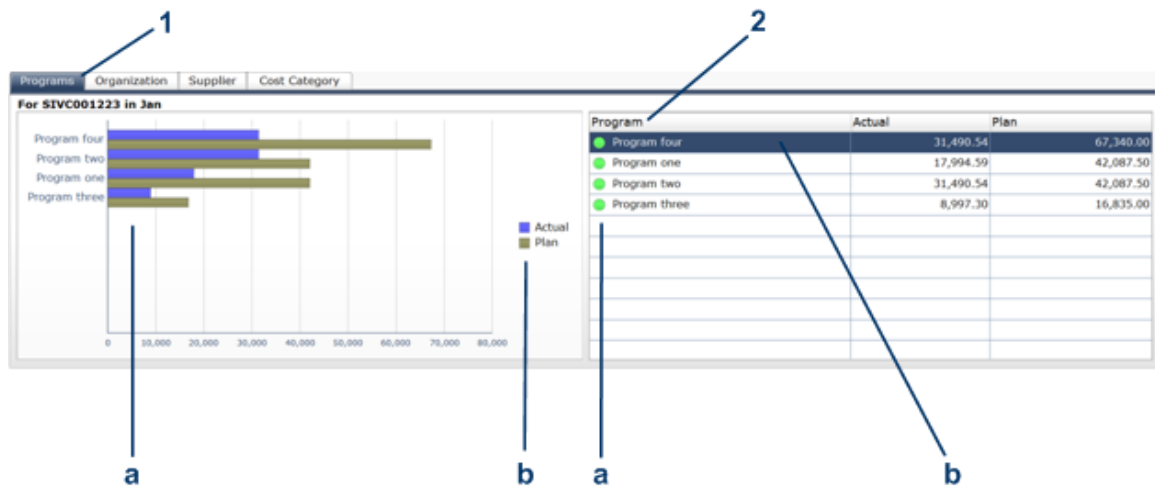
### Tier 3

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.

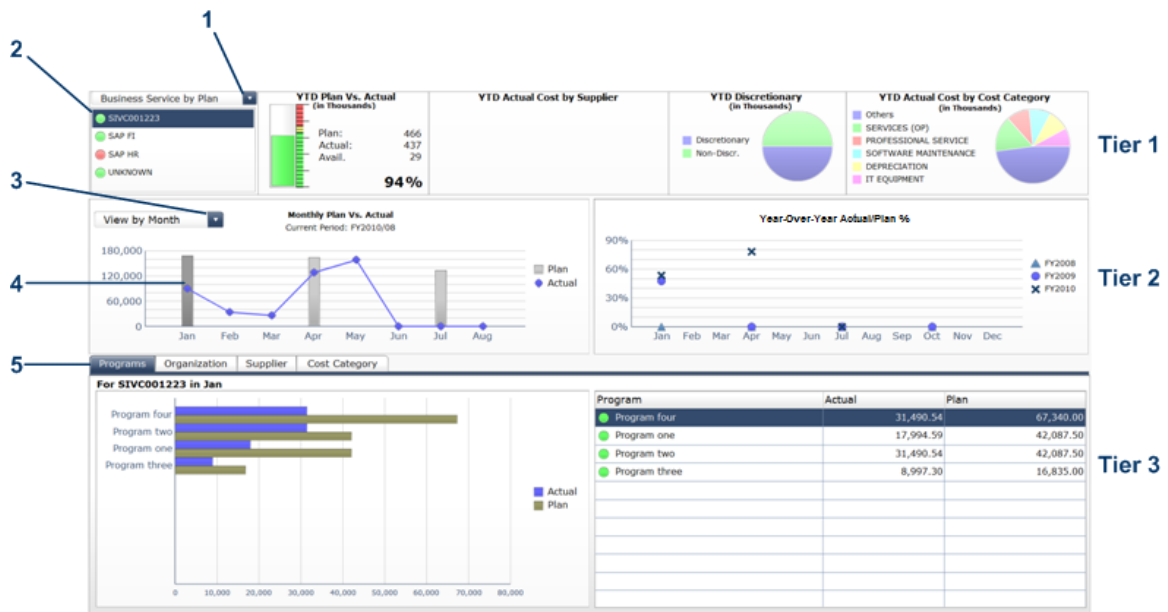


The table below provides a description of the numbered items.

Item	Description
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.
	<p><b>a</b> The horizontal bars display the actual and plan costs for the selected Programs, Organization, Supplier, or Cost Category.</p>
	<p><b>b</b> The legend identifies the costs:</p> <p>Actual costs: Blue Plan costs: Gold</p>
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.
	<p><b>a</b> 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.</p> <p>Actual costs within 100% of the plan are green. Actual costs between 100 - 110% are yellow. Actual costs over 110% are red.</p> <p><b>Note:</b> Xcelsius does not display an alert icon when the planned cost for a program, business service, supplier, or cost category is zero.</p>
	<p><b>b</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.</p>

### 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 table below provides a description of the numbered items.

Item	Description
1	The drop-down option enables you to sort IT business services.
2	By selecting an IT business service from this list, all charts in Tier 1, Tier 2, and Tier 3 will change.
3	By selecting the View by Month or View by Quarter option, all charts in Tier 2 and Tier 3 will change.
4	By selecting this bar chart, Tier 3 charts will change.
5	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:

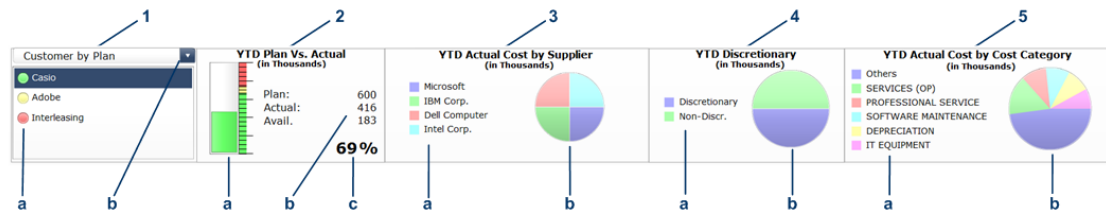
- What percentage of the actual cost is discretionary versus non-discretionary?

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 table below provides a description of the numbered items.

Item	Description
1	This filter sorts the top 100 customers with the highest planned costs.
	<p data-bbox="462 283 706 315"><b>a</b></p> <p data-bbox="722 283 1599 346">Customers are sorted by the highest planned costs. The colors preceding the customer identify the state of the plan:</p> <p data-bbox="722 388 1388 415">Green indicates that the actual cost is within 100% of plan.</p> <p data-bbox="722 420 1485 447">Yellow indicates that the actual cost is between 100 - 110% of plan.</p> <p data-bbox="722 451 1347 478">Red indicates that the actual cost is over 110% of plan.</p>
	<p data-bbox="462 520 706 552"><b>b</b></p> <p data-bbox="722 520 1567 583">The drop-down option determines the order of the list. The default is to sort Customer by Plan.</p> <p data-bbox="722 619 1510 646"><b>Customer by Plan</b> lists the customers by the highest planned costs.</p> <p data-bbox="722 651 1599 714"><b>Customer by Variance</b> lists the customers by those that are most over-plan within the top 100.</p> <p data-bbox="722 718 1356 745"><b>Customer by Name</b> lists the customers alphabetically.</p>
2	<p data-bbox="462 783 1615 877">The <b>YTD Plan Vs. Actual</b> 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.</p> <p data-bbox="462 919 998 947">Actual costs within 100% of the plan are green.</p> <p data-bbox="462 951 974 978">Actual costs between 100 - 110% are yellow.</p> <p data-bbox="462 982 828 1010">Actual costs over 110% are red.</p>
	<p data-bbox="462 1045 706 1077"><b>a</b></p> <p data-bbox="722 1045 1274 1073">The vertical progress bar shows the actual cost.</p>

Item	Description
<b>b</b>	The costs for plan, actual, and available (difference between the two) are listed in thousands.
<b>c</b>	The percent indicates the actual cost divided by the plan cost multiplied by 100.
<b>3</b>	The <b>YTD Actual Cost by Supplier</b> pie chart lists the top five suppliers with the largest actual cost year-to-date.
<b>a</b>	The legend identifies the suppliers.
<b>b</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.
<b>4</b>	The <b>YTD Discretionary</b> pie chart lists your total discretionary and non-discretionary costs for the year-to-date.
<b>a</b>	The legend identifies which section of the pie chart shows discretionary spending and which part shows non-discretionary spending.
<b>b</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.
<b>5</b>	The <b>YTD Actual Cost by Category</b> pie chart displays the actual costs by cost category in thousands.
<b>a</b>	The legend identifies the cost category.
<b>b</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:

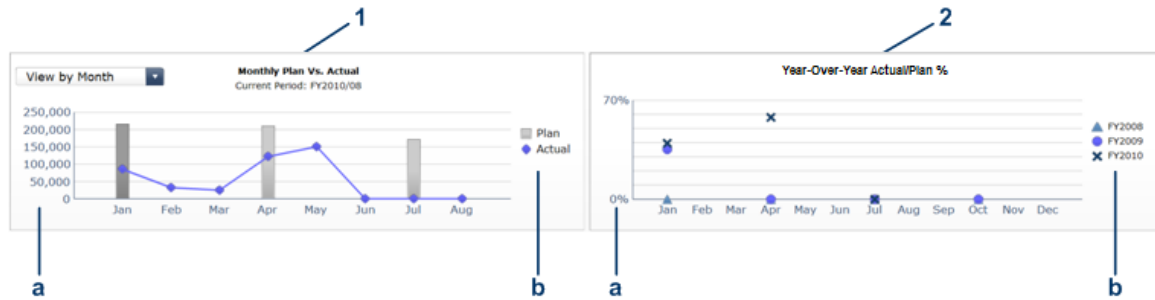
- How well is the customer staying within the plan on a monthly and quarterly basis?
- When did actual spending exceed the plan?

The Year-Over-Year Actual/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 table below provides a description of the numbered items.

Item	Description
1	The <b>Plan Vs. Actual</b> 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.
a	The highest amount on the vertical axis represents the maximum amount planned or spent for a month or quarter within the current year.

Item	Description
b	<p>The legend identifies the costs:</p> <p>Planned amount: Square Actual amount spent: Diamond</p>
2	<p>The <b>Year-Over-Year Actual/Plan %</b> provides details on what percent was actually spent compared to what was planned over the last three years. The percentage is the amount spent divided by the amount planned times 100. For example, if 120 was spent 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.</p>
a	<p>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.</p>
b	<p>The legend identifies the year of the month or quarter:</p> <p>Current year: X Previous year: Circle Two years ago: Triangle</p>

### Tier 3

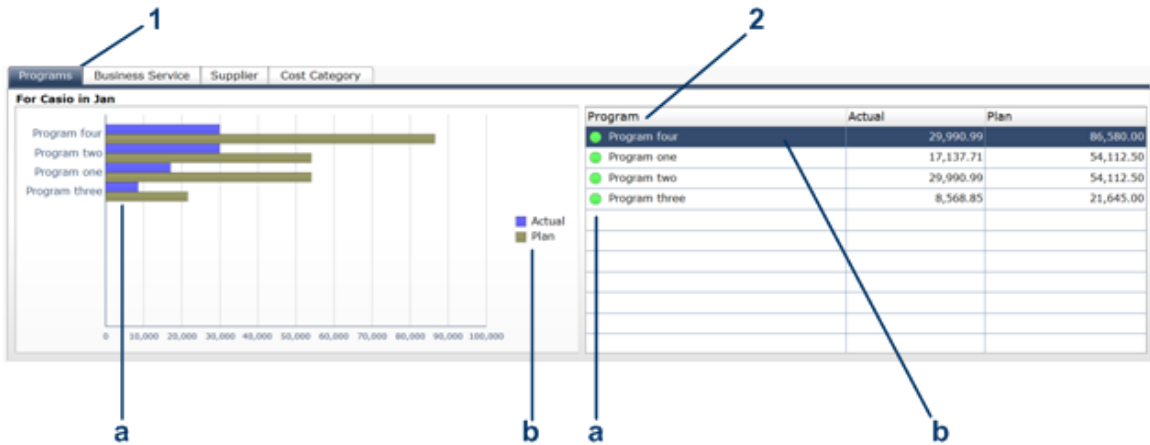
The four tabs on this tier enable you to view actual and plan costs for the selected customer for Programs, Business Service, Supplier, and Cost Category. The information can help answer these business questions:

- 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.



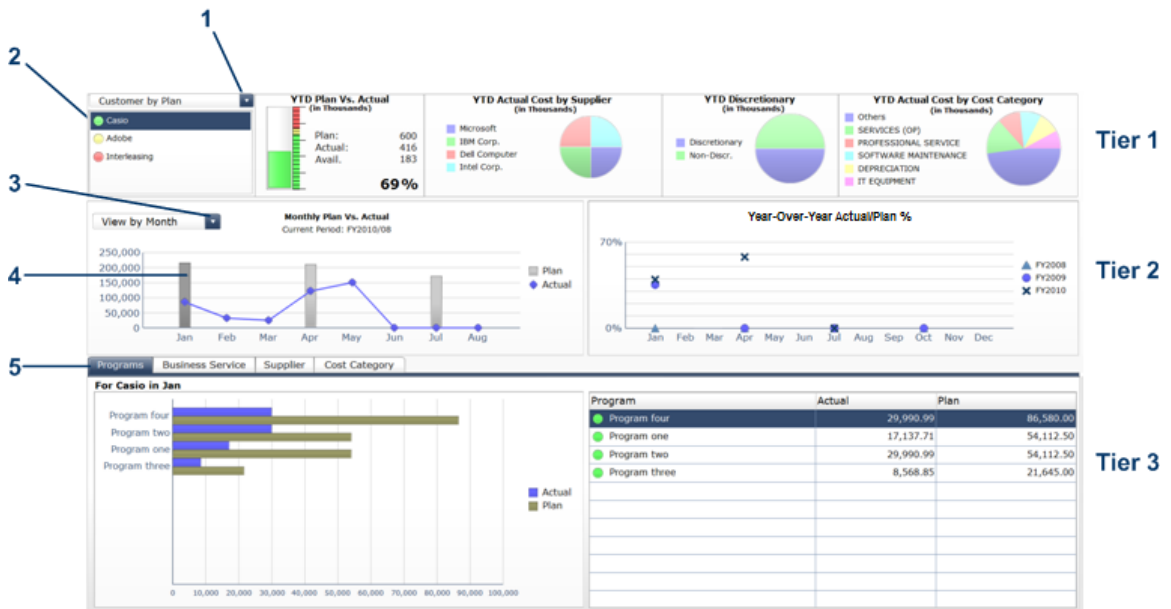


The table below provides a description of the numbered items.

Item	Description
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.  <b>Note:</b> 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 table below provides a description of the numbered items.

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

## 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:

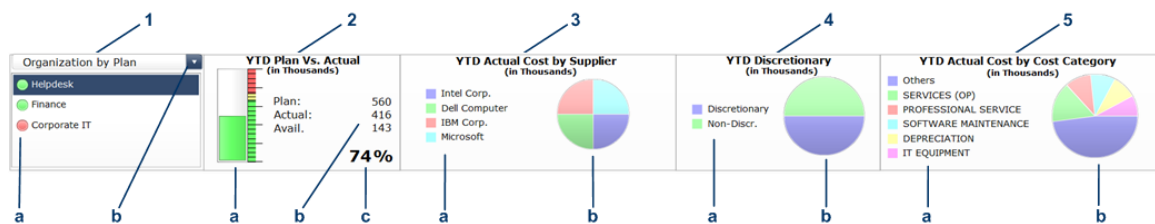
- What percentage of the actual cost is discretionary versus non-discretionary?

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 table below provides a description of the numbered items.

Item	Description
1	This filter sorts the top 100 IT organizations with the highest planned costs.
	<p data-bbox="462 283 690 315"><b>a</b></p> <p data-bbox="706 283 1615 346">Organizations are sorted by the highest planned costs. The colors preceding the organization identify the state of the plan:</p> <p data-bbox="706 388 1615 483">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.</p>
	<p data-bbox="462 520 690 552"><b>b</b></p> <p data-bbox="706 520 1615 583">The drop-down option determines the order of the list. The default is Organization by Plan.</p> <p data-bbox="706 615 1615 646"><b>Organization by Plan</b> lists the organizations by the highest budgeted costs.</p> <p data-bbox="706 657 1615 720"><b>Organization by Variance</b> lists the organizations by those that are most over-budget.</p> <p data-bbox="706 730 1615 751"><b>Organization by Name</b> lists the organizations alphabetically.</p>
2	<p data-bbox="462 783 1615 877">The <b>YTD Plan Vs. Actual</b> 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.</p> <p data-bbox="462 919 998 1014">Actual costs within 100% of the plan are green. Actual costs between 100 - 110% are yellow. Actual costs over 110% are red.</p>
	<p data-bbox="462 1045 690 1077"><b>a</b></p> <p data-bbox="706 1045 1615 1077">The vertical progress bar shows the actual cost.</p>

Item	Description
<b>b</b>	The costs for plan, actual, and available (difference between the two) are listed in thousands.
<b>c</b>	The percent indicates the actual cost divided by the plan cost multiplied by 100.
<b>3</b>	The <b>YTD Actual Cost by Supplier</b> pie chart lists the top five suppliers with the largest actual cost year-to-date.
<b>a</b>	The legend identifies the suppliers.
<b>b</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.
<b>4</b>	The <b>YTD Discretionary</b> pie chart lists your total discretionary and non-discretionary costs for the year-to-date.
<b>a</b>	The legend identifies which section of the pie chart shows discretionary spending and which section shows non-discretionary spending.
<b>b</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.
<b>5</b>	The <b>YTD Actual Cost by Category</b> pie chart displays the actual costs by cost category in thousands.
<b>a</b>	The legend identifies the cost category.
<b>b</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:

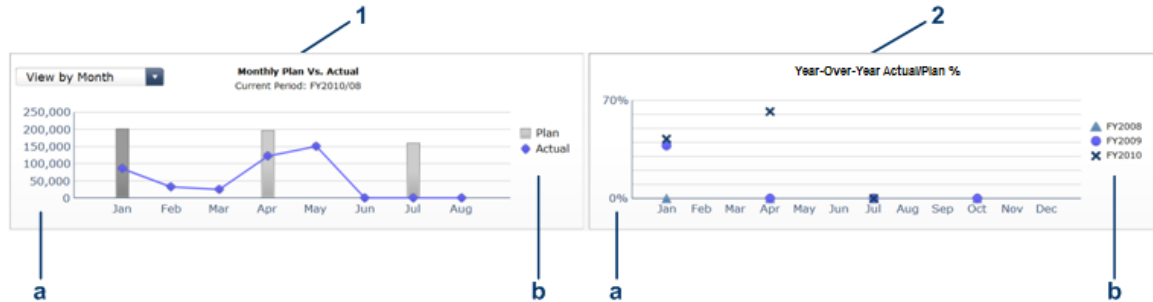
- How well is the IT organization staying within the plan on a monthly and quarterly basis?
- When did actual spending exceed the plan?

The Year-Over-Year Actual/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 table below provides a description of the numbered items.

Item	Description
1	The <b>Plan Vs. Actual</b> 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.
a	The highest amount on the vertical axis represents the maximum amount planned or spent for a month or quarter within the current year.

Item	Description
b	<p>The legend identifies the costs:</p> <p>Planned amount: Square Actual amount spent: Diamond</p>
2	<p>The <b>Year-Over-Year Actual/Plan %</b> chart provides details on what percent was actually spent compared to what was planned over the last three years. The percentage is the amount spent divided by the amount planned times 100. For example, if 120 was spent 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.</p>
a	<p>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.</p>
b	<p>The legend identifies the year of the month or quarter:</p> <p>Current year: X Previous year: Circle Two years ago: Triangle</p>

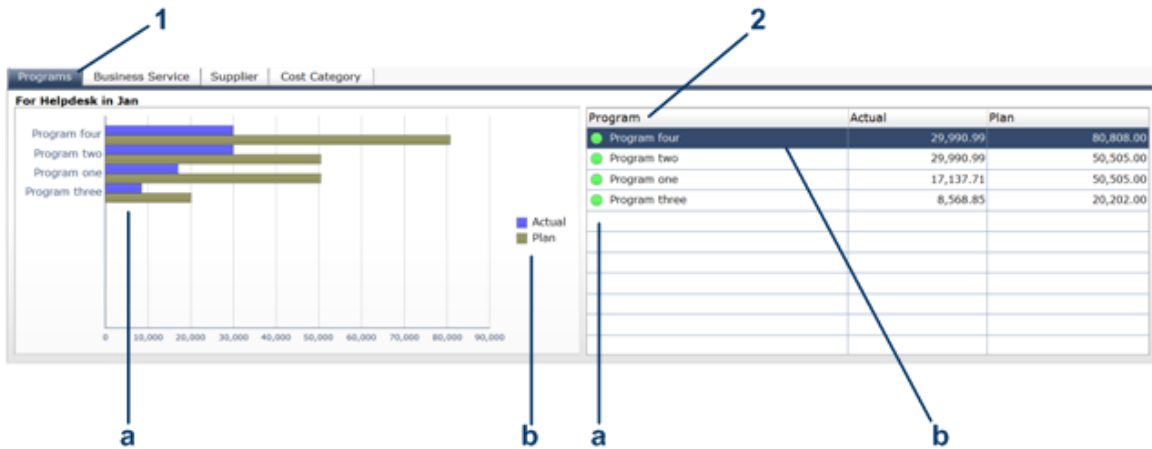
### Tier 3

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.



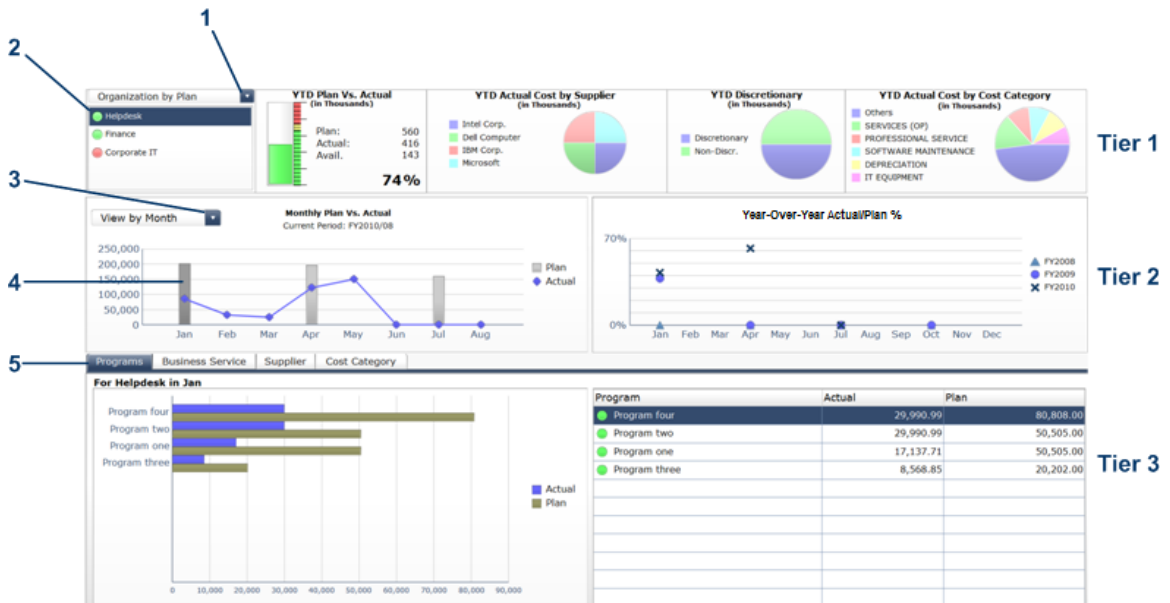
The table below provides a description of the numbered items.

Item	Description
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.  <b>Note:</b> 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 table below provides a description of the numbered items.

Item	Description
1	The drop-down option enables you to display all or a subset of IT organizations.
2	By selecting an IT organization from this list, all charts in Tier 1, Tier 2, and Tier 3 will change.
3	By selecting the View by Month or View by Quarter option, all charts in Tier 2 and Tier 3 will change.
4	By drilling down from this bar chart, Tier 3 charts will change.
5	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 selection 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:

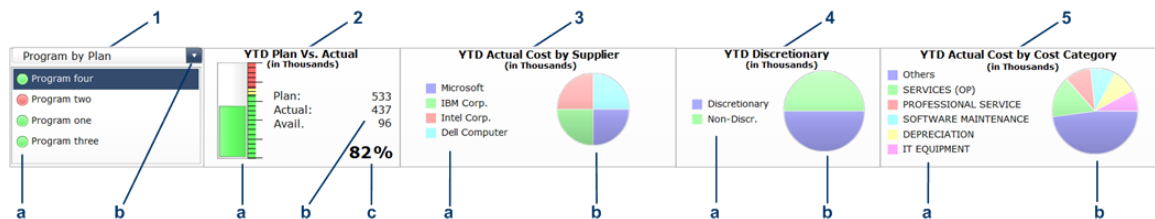
- What percentage of the actual cost is discretionary versus non-discretionary?

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 table below provides a description of the numbered items.

Item	Description
1	<p data-bbox="467 226 1239 254">This filter sorts the top 100 programs with the highest planned costs.</p> <hr/> <p data-bbox="467 289 1585 348"><b>a</b> Programs are sorted by the highest planned costs. The colors preceding the program identify the state of the plan:</p> <p data-bbox="727 390 1487 485">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.</p> <hr/> <p data-bbox="467 520 1593 579"><b>b</b> The drop-down option determines the order of the list. The default is Program by Plan.</p> <p data-bbox="727 621 1572 716"><b>Program by Plan</b> lists the programs by the highest planned costs.  <b>Program by Variance</b> lists the programs by those that are most over plan.  <b>Program by Name</b> lists the programs alphabetically.</p>
2	<p data-bbox="467 751 1614 846">The <b>YTD Plan Vs. Actual</b> 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.</p> <p data-bbox="467 888 997 982">Actual costs within 100% of the plan are green.  Actual costs between 100 - 110% are yellow.  Actual costs over 110% are red.</p> <hr/> <p data-bbox="467 1014 1268 1041"><b>a</b> The vertical progress bar shows the actual cost.</p>

Item	Description
<b>b</b>	The costs for plan, actual, and available (difference between the two) are listed in thousands.
<b>c</b>	The percent indicates the actual cost divided by the plan cost multiplied by 100.
<b>3</b>	The <b>YTD Actual Cost by Supplier</b> pie chart lists the top five suppliers with the largest actual cost year-to-date.
<b>a</b>	The legend identifies the suppliers.
<b>b</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.
<b>4</b>	The <b>YTD Discretionary</b> pie chart lists your total discretionary and non-discretionary costs for the year-to-date.
<b>a</b>	The legend identifies which section of the pie chart shows discretionary spending and which part shows non-discretionary spending.
<b>b</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.
<b>5</b>	The <b>YTD Actual Cost by Category</b> pie chart displays the actual costs by cost category in thousands.
<b>a</b>	The legend identifies the cost category.
<b>b</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:

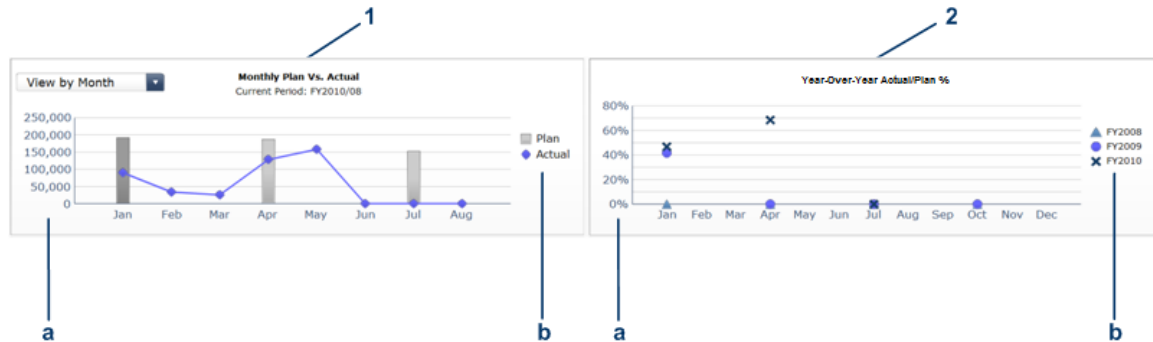
- How well is the program staying within the plan on a monthly and quarterly basis?
- When did actual spending exceed the plan?

The Year-Over-Year Actual/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 table below provides a description of the numbered items.

Item	Description
1	The <b>Plan Vs. Actual</b> 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.
a	The highest amount on the vertical axis represents the maximum amount planned or spent for a month or quarter within the current year.

Item	Description
b	<p>The legend identifies the costs:</p> <p>Planned amount: Square Actual amount spent: Diamond</p>
2	<p>The <b>Year-Over-Year Actual/Plan %</b> provides details on what percent was actually spent compared to what was planned over the last three years. The percentage is the amount spent divided by the amount planned times 100. For example, if 120 was spent 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.</p>
a	<p>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.</p>
b	<p>The legend identifies the year of the month or quarter:</p> <p>Current year: X Previous year: Circle Two years ago: Triangle</p>

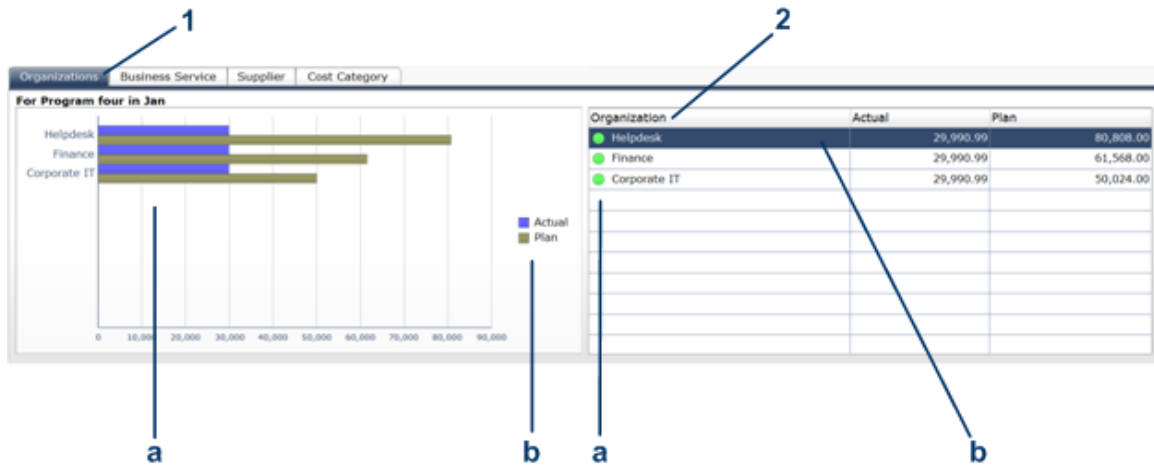
### Tier 3

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.

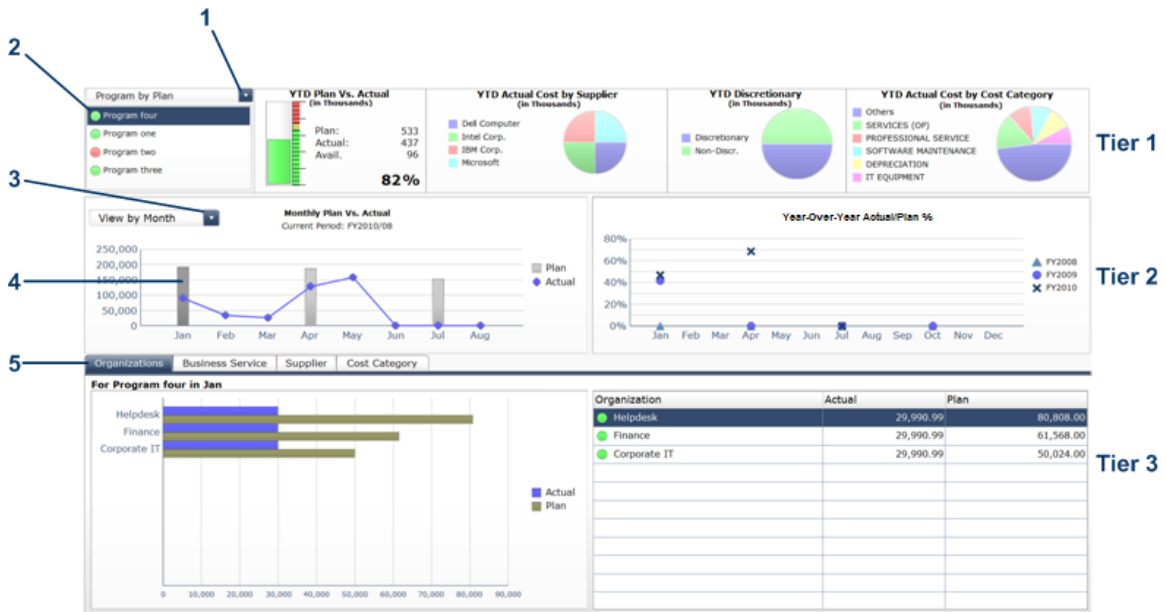


The table below provides a description of the numbered items.

Item	Description
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.  <b>Note:</b> 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 table below provides a description of the numbered items.

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



# 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
<b>Drill Down</b>	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.
<b>Drill Up</b>	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.
<b>Filter</b>	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.
<b>Change Chart/Table Type</b>	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.
<b>Format Charts</b>	Right-click the chart and select <b>Format &gt; Chart</b> . The Format Chart dialog box appears. Select a tab (such as General or Appearance) and change the formats.
<b>Duplicate a Chart</b>	Select the chart you want to duplicate. Click <b>Duplicate</b> on the Report toolbar, or click the arrow next to the <b>Duplicate</b> 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.
<b>Add/Replace Object to the Table</b>	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, see the *SAP® BusinessObjects Enterprise InfoView User's Guide* and the *Performing On Report Analysis with Web Intelligence Guide* available at the [SAP Help Portal](http://help.sap.com) (<http://help.sap.com>) web site.

Data extracted from Project and Portfolio Management and Asset Manager populates this report:

- Multiple Dimensional Cost Comparison Analysis

## To use reports

- From the main menu bar, click **Reports** and select the report.

## Multiple 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
<b>Usage</b>	<b>Users</b> CIO, IT Financial Manager, IT Financial Analyst, IT Manager
	<b>Frequency</b> Monthly, quarterly, or yearly; the default is quarterly
<b>Layout details</b>	<b>Dimensions</b> Customer, Business Service, Organization, Location, Supplier
	<b>Measures</b> Cost Variance Amount, Cost Variance Percentage, Planned Cost, Actual Cost
<b>Drill options</b>	Drill down from a quarter to a month
	Drill up from a quarter to a fiscal year
<b>Type</b>	Web Intelligence Report (WebI)
<b>Format</b>	Bar chart and table
<b>Universe</b>	IT Financial Analysis
<b>Notes</b>	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.



## 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. For information about the reports, see the *HP Financial Planning & Analysis Data Warehouse Administration Guide*.

# 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, see the *SAP® BusinessObjects Enterprise InfoView User's Guide* available at the [SAP Help Portal](http://help.sap.com) (<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 & 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) (<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) (<http://help.sap.com>) web site.

## Use historical data in ad hoc queries

Financial Planning & 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) (<http://help.sap.com>) web site.

## Print

You can print the current page of the Financial Planning & 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**.

