

Banking and Financial Services: Cost Transparency Performance Blueprint Powered by TM1



This application brief demonstrates a Web-based planning and reporting process for the banking industry, specifically focused on cost transparency, that uses IBM Cognos® TM1 version 9.5 and IBM Cognos 8 Business Intelligence version 8.4.

The costs for supporting the delivery of critical banking business functionality continue to rise at more than 15 percent each year. This has resulted in intense pressure for banks to reduce spending while increasing value, and ultimately, the bottom line. Compounding the problem is the sense that there is nothing that can be done to manage these expenses.

What managers need is to be able to articulate technology cost drivers and provide visibility of their operations so they can work with banking business managers as partners to plan, predict and forecast consumption of assets and related costs. By making costs transparent, a bank can fundamentally change the way business units consume resources, drive down total enterprise costs and focus on spending that delivers real business value.

To achieve the visibility of cost drivers and effectiveness that is created by financial transparency, value demonstration and metrics, banks need a more rigorous analytical approach. The *IBM Cognos Banking and Financial Services: Cost Transparency Performance Blueprint Powered by TM1* provides that approach.

IBM Cognos Performance Blueprints are pre-defined data, process and policy models that help organizations accelerate their software deployments and drive faster return on investment. The *Cost Transparency Blueprint Powered by TM1* helps banks:

- Gain continuous visibility of the drivers of cost and consumption of technology resources
- Strengthen the partnership between technology and the business
- Enable decisions that support growth, maximize return on investment and sustain rapid cost savings

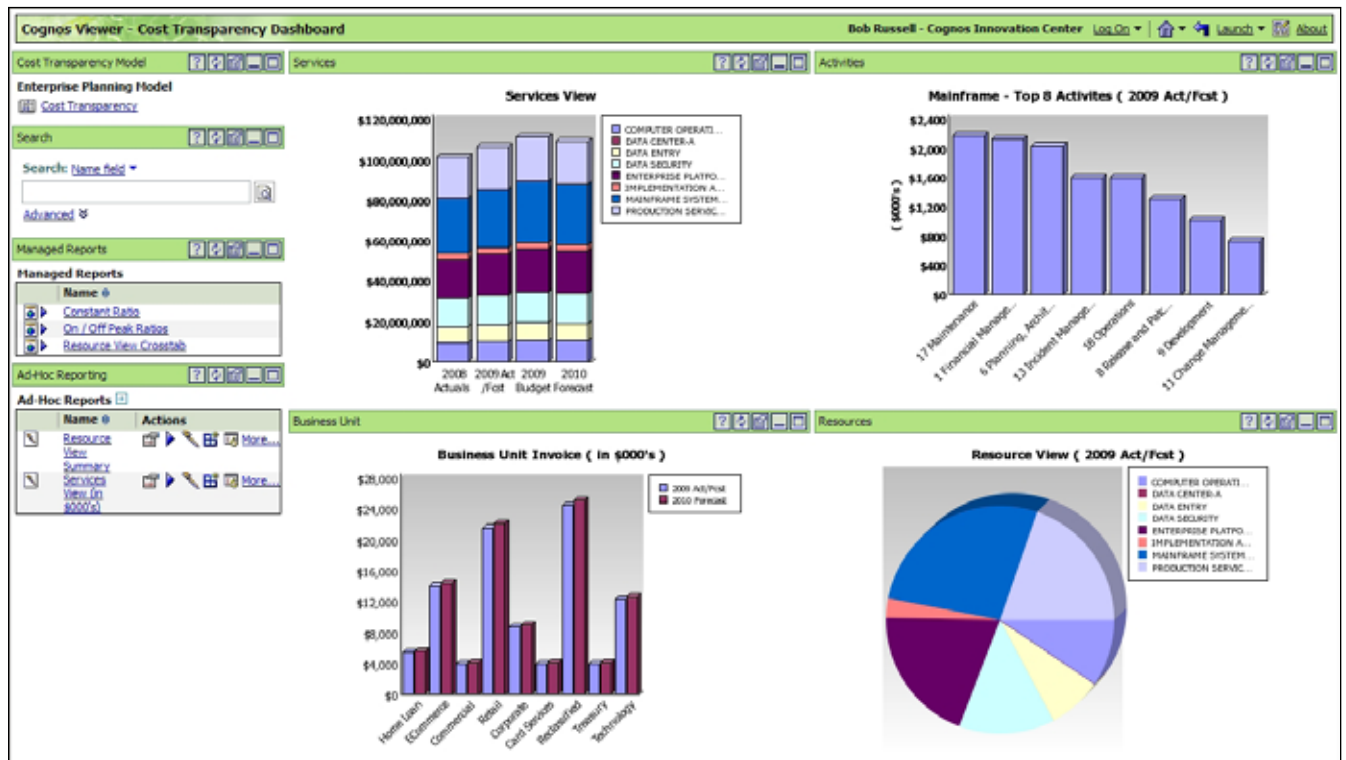
The *Cost Transparency Blueprint Powered by TM1* is described in detail in the sections that follow. The solution has these primary components:

- Reporting, analysis, dashboards and scorecards using IBM Cognos 8 Business Intelligence
- Planning and forecasting using IBM Cognos 8 TM1

Business intelligence

The *Cost Transparency Blueprint Powered by TM1* provides a hierarchy of dashboards and reports that guide users through increasingly deeper levels of understanding. A business intelligence portal view of the *Blueprint* begins with a high-level picture. You can tailor the *Blueprint* to provide views based on a user's level of security, responsibility or both. You can also permit a user to see revenue reports for all products and product lines or only for a single area of responsibility, such as a specific product line, product, or combination.

Home page: *Cost Transparency Dashboard*



The Cost Transparency Dashboard provides a great deal of information very quickly. The Services View at the top left provides an overview of activity based on Online Peak and Online Non Peak Service dollars by month for the current year. The graph below the Services View report is the Business Unit Invoice report, which shows how each business unit is applying funds for development compared to budget allotments. This landing page also includes a Top 10 Mainframe Activities report and a Resource View showing the percentage of Total Expenses for the 2009 Act/Fcst report related to the activities performed. In addition, the page includes a search engine and links to Managed and Ad-Hoc reports and a launch link for the TM1 model.

Resource View

With the Resource View Report, you can determine which measures and dimensions to include for “slice and dice” analysis.

Resource View

Time
 2008 Actuals
 2009 Act/Fcst
 2009 Budget
 2010 Forecast

Measure(s)
 Communications & Desktop
 Employee Base Compensation and Other
 Employee Taxes & Benefits
 Equipment Depreciation
 GDS
 Incentive Compensation & Awards
 Lease/Maint/Equip Expense
 Non-Employee Compensation
 Occupancy Expense
 Other Expense
 Professional Fees

Services Organization(s):
 40000001-DATA SECURITY
 40000002-IMPLEMENTATION AND INTEGRATION SVCS
 40000003-DATA ENTRY
 40000004-MAINFRAME SYSTEM SERVICES
 40000005-COMPUTER OPERATIONS
 40000006-PRODUCTION SERVICES & SUPPORT
 40000007-ENTERPRISE PLATFORM SERVICES
 40000008-DATA CENTER

Summary Table:

	Communications & Desktop	Employee Base Compensation and Other	Employee Taxes & Benefits
	2009 Act/Fcst	2009 Act/Fcst	2009 Act/Fcst
40000001-DATA SECURITY	5,020	1,166,438	477,006
40000002-IMPLEMENTATION AND INTEGRATION SVCS	2,801	459,185	135,738
40000003-DATA ENTRY	-	1,615,160	355,097
40000004-MAINFRAME SYSTEM SERVICES	19,006	3,924,708	1,452,521
Total	\$26,828	\$7,165,490	\$2,420,362

Services View (\$000's)

Using Services View (\$000's) Query Studio Analysis, you can drag and drop items from the Cost Transparency data model to answer questions and analyze data to solve business performance issues.

Services View (\$000's)

Time	Finance Organization	101-Online Processing Peak	102-Online Processing Non Peak	103-Batch Processing Peak	104-Batch Processing Run Peak	105-OASD	106-Mainframe Tape Storage	109- *To Be Assigned	110- *One Time Event	111- Mainframe Security
2008 Actuals	Allocated Org Units	\$712	\$997	\$373	\$1,362	\$797	\$750	\$0	\$0	\$4,878
	-4000006-PRODUCTION SERVICES & SUPPORT	\$710	\$994	\$372	\$1,359	\$795	\$758	\$0	\$0	\$0
	-4000007-ENTERPRISE PLATFORM SERVICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,878
	-4000008-DATA CENTERS	\$2	\$2	\$1	\$3	\$2	\$2	\$0	\$0	\$0
	Total Services Org Units	\$2,262	\$3,165	\$1,170	\$4,273	\$2,068	\$1,969	-\$212	\$1,977	\$8,602
	-4000001-DATA SECURITY	\$0	\$0	\$0	\$0	\$0	\$0	-\$212	\$0	\$3,691
	-4000002-IMPLEMENTATION AND INTEGRATION SVCS	\$94	\$132	\$47	\$173	\$110	\$110	\$0	\$0	\$32
	-4000003-DATA ENTRY	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,977
	-4000004-MAINFRAME SYSTEM SERVICES	\$1,102	\$1,543	\$571	\$2,063	\$822	\$770	\$0	\$0	\$0
	-4000005-COMPUTER OPERATIONS	\$354	\$496	\$180	\$656	\$339	\$328	\$0	\$0	\$0
	-4000006-PRODUCTION SERVICES & SUPPORT	\$710	\$994	\$372	\$1,359	\$795	\$758	\$0	\$0	\$0
	-4000007-ENTERPRISE PLATFORM SERVICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,878
-4000008-DATA CENTERS	\$2	\$2	\$1	\$3	\$2	\$2	\$0	\$0	\$0	
2008 Actuals	\$5,947	\$8,329	\$3,087	\$11,270	\$5,730	\$5,458	-\$425	-\$3,953	\$26,960	
2009 Act/Fcst	Allocated Org Units	\$747	\$1,046	\$392	\$1,430	\$837	\$798	\$0	\$0	\$5,122
	-4000006-PRODUCTION SERVICES & SUPPORT	\$745	\$1,044	\$391	\$1,426	\$835	\$796	\$0	\$0	\$0
	-4000007-ENTERPRISE PLATFORM SERVICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,122
	-4000008-DATA CENTERS	\$2	\$3	\$1	\$3	\$2	\$2	\$0	\$0	\$0
	Total Services Org Units	\$2,375	\$3,326	\$1,229	\$4,487	\$2,171	\$2,067	-\$223	\$2,075	\$9,012
	-4000001-DATA SECURITY	\$0	\$0	\$0	\$0	\$0	\$0	-\$223	\$0	\$3,876
	-4000002-IMPLEMENTATION AND INTEGRATION SVCS	\$99	\$139	\$50	\$181	\$118	\$118	\$0	\$0	\$34

Cost Transparency Blueprint Powered by TM1 application

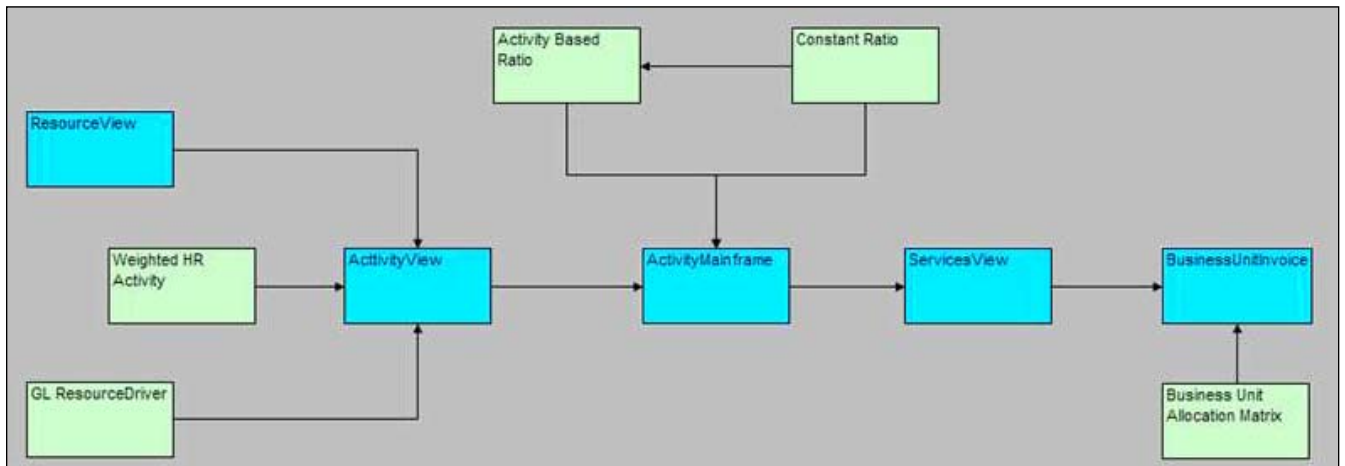
Performance management systems make it easy to articulate goals and to measure, track, and get feedback on performance against goals. The *Cost Transparency Blueprint Powered by TM1* is an integrated solution based on a best-in-class planning process and technology with the following attributes:

- Driver-based costing
- Modeling flexibility
- High participation
- Top down/bottom up reconciliation

With this *Blueprint*, bank and line of business managers receive critical cost transparency information and analysis that helps them reduce costs, demonstrate the value their unit adds to business and determine performance.

The key activities it supports include reporting, analytics and data. For reporting, it delivers monthly and quarterly reports packages based on need. It also performs ad hoc reporting to support analytics, re-forecasting and the budget process and updates report packages. For analytics, it develops and delivers standard Activity Based Management (ABM) analytics and supports ad hoc rate and volume analysis, the budgeting and planning process and the reforecast process and analysis. The data activities the *Blueprint* supports include managing and updating data models and ETL components, data quality checking and data error reporting.

The following chart highlights the work- and information flows through the *Blueprint*. The green boxes indicate data entry screens that can be edited; the blue boxes indicate screens that cannot be edited.



For comparative purposes, the model is based on time and versions. It contains annualized actuals for 2008, the prior year in our *Blueprint*, a current year containing eight months of Actual data and four months of forecast data, a 2009 budget that represents the current year's budget, and a 2010 annual forecast.

The five main tabs in the model, ResourceView, ActivityView, Activity Mainframe, ServicesView and BusinessUnitInvoice, are all equal to the same amount at the top most level. They are different representations of the same data.

ResourceView

The first tab in the *Blueprint* is **ResourceView**. It is here that the forecasting/ budgeting process begins. ResourceView is where the costs incurred during the production process are captured. They appear as Operational Expense by services organization. You can orientate the grid to make viewing easier.

The screenshot shows the ResourceView interface with the following data table:

Operational Expenses (Operational Expenses)	2008 Actuals	2009 Act/Fcst	2009 Actuals Jan	2009 Actuals Feb	2009 Actuals Mar	2009 Actuals Apr	2009 Actuals May	2009 Actuals Jun	2009 Actuals Jul
Total Operational Expenses	25,276,448.26	26,540,270.67	1,990,520.30	2,043,600.84	2,468,200.00	2,468,200.00	2,468,200.00	2,468,200.00	2,468,200.00
Communications & Desktop	57,504.06	60,379.26	4,528.44	4,649.20	5,649.20	5,649.20	5,649.20	5,649.20	5,649.20
Employee Base Compensation and Other	13,063,486.35	13,716,660.67	1,028,749.55	1,056,182.87	1,275,600.00	1,275,600.00	1,275,600.00	1,275,600.00	1,275,600.00
Employee Taxes & Benefits	4,442,223.87	4,664,335.06	349,825.13	359,153.80	433,700.00	433,700.00	433,700.00	433,700.00	433,700.00
Equipment Depreciation	1,436,386.02	1,508,205.32	113,115.40	116,131.81	140,000.00	140,000.00	140,000.00	140,000.00	140,000.00
GDS	456,263.94	479,077.14	35,930.79	36,888.94	44,000.00	44,000.00	44,000.00	44,000.00	44,000.00
Incentive Compensation & Awards	2,022,943.68	2,124,090.87	159,306.81	163,555.00	197,500.00	197,500.00	197,500.00	197,500.00	197,500.00
Lease/Maint/Equip Expense	-60,884.82	-63,929.06	-4,794.68	-4,922.54	-5,945.40	-5,945.40	-5,945.40	-5,945.40	-5,945.40
Non-Employee Compensation	343,673.87	360,857.57	27,064.32	27,786.03	33,559.75	33,559.75	33,559.75	33,559.75	33,559.75
Occupancy Expense	3,021,436.51	3,172,508.34	237,938.13	244,283.14	295,043.28	295,043.28	295,043.28	295,043.28	295,043.28
Other Expense	231,583.19	243,162.35	18,237.18	18,723.50	22,614.10	22,614.10	22,614.10	22,614.10	22,614.10
Professional Fees	261,831.58	274,923.16	20,619.24	21,169.08	25,567.85	25,567.85	25,567.85	25,567.85	25,567.85

You can view the tab in different ways: by report level for the entire services organization dimension or by services organization for any operational expense you choose to focus on.

The screenshot shows the ResourceView interface with the following data table:

Services/OrganizationalUnits (Services/OrganizationalUnits)	2008 Actuals	2009 Act/Fcst	2009 Actuals Jan	2009 Actuals Feb	2009 Actuals Mar	2009 Actuals Apr	2009 Actuals May	2009 Actuals Jun	2009 Actuals Jul
Total Services Org Units	25,276,448.26	26,540,270.67	1,990,520.30	2,043,600.84	2,468,200.00	2,468,200.00	2,468,200.00	2,468,200.00	2,468,200.00
40000001-DATA SECURITY	3,478,907.90	3,652,853.30	273,964.00	281,269.70	340,000.00	340,000.00	340,000.00	340,000.00	340,000.00
40000002-IMPLEMENTATION AND INTEGRATION SVCS	699,697.00	734,681.85	55,101.14	56,570.50	69,000.00	69,000.00	69,000.00	69,000.00	69,000.00
40000003-DATA ENTRY	1,976,578.00	2,075,406.90	155,655.52	159,806.33	197,000.00	197,000.00	197,000.00	197,000.00	197,000.00
40000004-MAINFRAME SYSTEM SERVICES	6,890,643.00	7,235,175.15	542,638.14	557,108.49	690,000.00	690,000.00	690,000.00	690,000.00	690,000.00
40000005-COMPUTER OPERATIONS	2,352,579.32	2,470,208.29	185,265.62	190,206.04	235,000.00	235,000.00	235,000.00	235,000.00	235,000.00
40000006-PRODUCTION SERVICES & SUPPORT	4,987,689.90	5,237,074.40	392,780.58	403,254.73	498,000.00	498,000.00	498,000.00	498,000.00	498,000.00
40000007-ENTERPRISE PLATFORM SERVICES	4,878,097.89	5,122,002.78	384,150.21	394,394.21	487,000.00	487,000.00	487,000.00	487,000.00	487,000.00
40000008-DATA CENTER	12,255.25	12,868.01	965.10	990.84	1,196.73	1,196.73	1,196.73	1,196.73	1,196.73

The following view applies the services organization to the operational expenses dimension and collapses the time dimension so we see annual amounts.

The screenshot shows a software interface for a Business Unit Allocation Matrix. The interface includes several tabs at the top: ResourceView, ActivityView, Activity Mainframe, Servicesview, Business Unit Invoice, GL ResourceDriver, Weighted HR Activity, Activity Based Ratio, and Constant Ratio. Below the tabs, there are dropdown menus for Rows (Services), Columns (ServicesOrganizationalUnits), and Context (Business Analyst, Total Applications, 2008 Actuals). The main table displays the following data:

	Total Services Org Units	40000001-DATA SECURITY	40000002-IMPLEMENTATION AND INTEGRATION SVCS	40000003-DATA ENTRY	40000004-MAINFRAME SYSTEM SERVICES	40000005-COMPUTER OPERATIONS
Total Services	25,276,448.26	3,478,907.90	699,697.00	1,976,578.00	6,890,643.00	2,352,571.00
101-Online Processing Peak	2,262,077.94	0.00	94,489.27	0.00	1,101,686.12	354,241.00
102-Online Processing Non Peak	3,167,894.76	0.00	132,391.74	0.00	1,542,804.85	496,094.00
103-Batch Processing Peak	1,170,433.08	0.00	47,378.09	0.00	570,557.64	179,544.00
104-Batch Processing Non Peak	4,273,203.92	0.00	172,829.95	0.00	2,083,166.79	655,521.00
105-DASD	2,068,038.51	0.00	110,104.02	0.00	821,984.80	338,951.00
106-Mainframe Tape Storage	1,968,816.36	0.00	110,104.02	0.00	770,442.79	328,208.00
109-To Be Assigned	(212,424.44)	(212,424.44)	0.00	0.00	0.00	0.00
110-One Time Event	1,976,578.00	0.00	0.00	1,976,578.00	0.00	0.00
111-Mainframe Security	8,601,830.14	3,691,332.34	32,399.91	0.00	0.00	0.00

Throughout the application, fields in gray cannot be edited and are either locked historical data, data linked over from other tabs, or items calculated based upon information entered in the white (or editable) areas. As changes are made, they are highlighted in **BLUE** along with any cells affected by the change. Changes made on any specific tab will flow through to subsequent tabs upon which they have an effect.

ActivityView

The second tab, **ActivityView**, breaks the costs incurred in the resource view down by activity.

Resources are split up or allocated based on a resource definition (driver) held with the GL ResourceDriver, or allocated based on a weighted employee profile. The Weighted HR Activity tab holds information regarding the time used by and salary information of individuals involved in the process and that information is used as a basis in allocating the appropriate resources. All resources are allocated based upon one of these two methods as shown in the two illustrations that follow.

Cost Transparency | Not Started | Business Analyst - Microsoft Internet Explorer

ResourceView ActivityView Activity Mainframe ServicesView Business Unit Invoice GL ResourceDriver Weighted HR Activity Activity Based Ratio Constant Ratio

Business Unit Allocation Matrix

Rows: ServiceActivities [ServiceActivities] Columns: Versions-Time [Versions-Time] Context: Business Analyst [Business Analyst] Mainframe [Mainframe] Total Services Org Units [Total Services Org Units] Total Operational Expenses [Total Operational Expenses]

	2008 Actuals	2009 Act/Est	2009 Actuals Jan	2009 Actuals Feb	2009 Actuals Mar	2009 Actuals Apr	2009 Actuals May	2009 Actuals Jun	2009 Actuals Jul	2009 Actuals Aug
Total Service Activities	25,276,448.26	26,540,270.67	1,990,520.30	2,043,600.84	2,468,245.17	2,017,060.57	2,043,600.84	2,547,865.98	1,963,980.03	2,070,141.11
1 Financial Management	1,482,488.54	1,556,612.97	116,745.97	119,859.20	144,765.01	118,302.59	119,859.20	149,434.84	115,189.36	121,415.81
1.1 Develop Financial Management Framework	482,345.01	506,462.26	37,984.67	38,997.59	47,100.99	38,491.13	38,997.59	48,620.38	37,478.21	39,504.06
1.2 Prioritize Within IT Budget	344,532.15	361,758.76	27,131.91	27,855.42	33,643.56	27,493.67	27,855.42	34,728.84	26,770.15	28,217.18
1.3 Budget, Plan and Forecast	655,611.38	688,391.95	51,629.40	53,006.18	64,020.45	52,317.79	53,006.18	66,085.63	50,941.00	53,694.57
2 Vendor and Procurement Management	68,906.43	72,351.75	5,426.38	5,571.08	6,728.71	5,498.73	5,571.08	6,945.77	5,354.03	5,643.44
2.3 Audit Vendor Invoices	68,906.43	72,351.75	5,426.38	5,571.08	6,728.71	5,498.73	5,571.08	6,945.77	5,354.03	5,643.44
3 IT Service Continuity	261,092.45	274,147.07	20,561.03	21,109.32	25,495.68	20,835.18	21,109.32	26,318.12	20,286.88	21,383.47
3.1 Develop IT Continuity Framework	118,783.33	124,722.50	9,354.19	9,603.63	11,599.19	9,478.91	9,603.63	11,973.36	9,229.46	9,728.35
3.2 Maintain Continuity Program	142,309.12	149,424.58	11,206.84	11,505.69	13,896.49	11,356.27	11,505.69	14,344.76	11,057.42	11,655.12
4 Asset and Inventory Management	68,906.43	72,351.75	5,426.38	5,571.08	6,728.71	5,498.73	5,571.08	6,945.77	5,354.03	5,643.44
4.1 Manage Hardware Inventory and Assets	68,906.43	72,351.75	5,426.38	5,571.08	6,728.71	5,498.73	5,571.08	6,945.77	5,354.03	5,643.44
6 Planning, Architecture and Engineering	1,164,197.62	1,222,407.50	91,680.56	94,125.38	113,683.90	92,902.97	94,125.38	117,351.12	90,458.15	95,347.78
6.2 Build an IT Strategic and Tactical Plan	118,783.33	124,722.50	9,354.19	9,603.63	11,599.19	9,478.91	9,603.63	11,973.36	9,229.46	9,728.35
6.4 Develop and Manage Software and Infrastructure	168,660.23	177,093.24	13,281.99	13,636.18	16,469.67	13,459.09	13,636.18	17,000.95	13,104.90	13,813.27
6.5 Develop reference architecture	68,906.43	72,351.75	5,426.38	5,571.08	6,728.71	5,498.73	5,571.08	6,945.77	5,354.03	5,643.44
6.6 Perform engineering services	807,847.63	848,240.01	63,618.00	65,314.48	78,886.32	64,466.24	65,314.48	81,431.04	62,769.76	66,162.72
8 Release and Patch Management	819,665.47	860,648.74	64,548.66	66,269.95	80,040.33	65,409.30	66,269.95	82,622.28	63,688.01	67,130.60
8.1 Release Applications	494,162.85	518,870.99	38,915.32	39,953.07	48,255.00	39,434.20	39,953.07	49,811.61	38,396.45	40,471.94
8.2 Patch Management	325,502.62	341,777.75	25,633.33	26,316.89	31,785.33	25,975.11	26,316.89	32,810.66	25,291.55	26,658.66
9 Development	904,886.00	950,130.29	71,259.77	73,160.03	88,362.12	72,209.90	73,160.03	91,212.51	70,309.64	74,110.16

Cost Transparency | Not Started | Business Analyst - Microsoft Internet Explorer

ResourceView ActivityView Activity Mainframe ServicesView Business Unit Invoice GL ResourceDriver Weighted HR Activity Activity Based Ratio Constant Ratio

Business Unit Allocation Matrix

Rows: ServiceActivities [ServiceActivities] Columns: OperationalExpenses [OperationalExpenses] Context: Business Analyst [Business Analyst] Mainframe [Mainframe] 2008 Actuals [2008 Actuals] 40000004-MAINFRAME SYSTEM SERVICES [40000004-MAINFRAME SYSTEM SERVICES]

	Total Operational Expenses	Communications & Desktop	Employee Base Compensation and Other	Employee Taxes & Benefits	Equipment Depreciation	GDS
Total Service Activities	6,890,643.00	18101.26	3737816.78	1383353.79	102939.36	0.00
1 Financial Management	1,033,596.45	2715.19	560672.52	207503.07	15440.90	0.00
1.1 Develop Financial Management Framework	482,345.01	1267.09	261647.17	96834.77	7205.75	0.00
1.2 Prioritize Within IT Budget	344,532.15	905.06	186890.84	69167.69	5146.97	0.00
1.3 Budget, Plan and Forecast	206,719.29	543.04	112134.50	41500.61	3088.18	0.00
2 Vendor and Procurement Management	68,906.43	181.01	37378.17	13833.54	1029.39	0.00
2.3 Audit Vendor Invoices	68,906.43	181.01	37378.17	13833.54	1029.39	0.00
3 IT Service Continuity	137,812.86	362.03	74756.34	27667.08	2058.79	0.00
3.1 Develop IT Continuity Framework	68,906.43	181.01	37378.17	13833.54	1029.39	0.00
3.2 Maintain Continuity Program	68,906.43	181.01	37378.17	13833.54	1029.39	0.00
4 Asset and Inventory Management	68,906.43	181.01	37378.17	13833.54	1029.39	0.00
4.1 Manage Hardware Inventory and Assets	68,906.43	181.01	37378.17	13833.54	1029.39	0.00
6 Planning, Architecture and Engineering	964,690.02	2534.18	523294.35	193669.53	14411.51	0.00

Activity Mainframe

Tab three, **Activity Mainframe**, is where most of the work is done when moving from an Activity Based view to a Services view. The rules for this cube are segregated into sections that define the service and service type being processed. The allocation being applied are for:

- Mainframe Product Drivers for all Services
- Mainframe Maintenance for all Services
- Mainframe Maintenance Change Tickets for all Services
- Directly Assigned items for DASD and Mainframe Tape Storage

One time events, directly assigned items for mainframe security and items related to “to be assigned” services are mapped directly from the ActivityView tab. Like most of the others in this *Blueprint*, this cube is zero suppressed. Therefore, if an activity or a service is not used, it does not appear. If, at a later date, the data for the item is available, it will appear in the view.

	Total Services	101-Online Processing Fees	102-Online Processing Non Fees	103-Batch Processing Fees	104-Batch Processing Non Fees	105-DASD	106>Mainframe Tape Storage
Total Service Activities	25,276,448.26	2262077.94	3167894.76	1170433.08	4273203.92	2068038.51	1968816.34
1 Financial Management	1,482,488.54	209985.61	294060.50	105182.56	384038.66	244610.61	244610.61
1.1 Develop Financial Management Framework	482,345.01	68321.28	95676.03	34222.38	124951.47	79586.93	79586.93
1.2 Prioritize Within IT Budget	344,532.15	48800.91	68340.02	24444.56	89251.05	56847.80	56847.80
1.3 Budget, Plan and Forecast	655,611.38	92863.42	130044.45	46515.63	169836.13	108175.88	108175.88
2 Vendor and Procurement Management	68,906.43	11482.57	16080.00	5925.95	21636.62	6890.64	6890.64
2.3 Audit Vendor Invoices	68,906.43	11482.57	16080.00	5925.95	21636.62	6890.64	6890.64
3 IT Service Continuity	261,092.45	36982.18	51789.25	18524.51	67636.00	43080.25	43080.25
3.1 Develop IT Continuity Framework	118,783.33	16824.95	23561.39	8427.68	30770.82	19599.25	19599.25
3.2 Maintain Continuity Program	142,309.12	20157.23	28227.87	10096.83	36865.18	23481.01	23481.01
4 Asset and Inventory Management	68,906.43	9760.18	13668.00	4888.91	17850.21	11369.56	11369.56
4.1 Manage Hardware Inventory and Assets	68,906.43	9760.18	13668.00	4888.91	17850.21	11369.56	11369.56
5 Planning, Architecture and Engineering	1,164,197.62	164901.61	230925.58	82599.82	301585.39	192092.61	192092.61
5.2 Build an IT Strategic and Tactical Plan	118,783.33	16824.95	23561.39	8427.68	30770.82	19599.25	19599.25
6.4 Develop and Manage Software and Infrastructure	168,660.23	23889.71	33454.77	11966.44	43691.43	27828.94	27828.94
6.5 Develop reference architecture	68,906.43	9760.18	13668.00	4888.91	17850.21	11369.56	11369.56
6.6 Perform engineering services	807,847.63	114426.77	160241.42	57316.79	209272.93	133294.86	133294.86
8 Release and Patch Management	819,665.47	136589.05	191277.13	70491.23	257374.96	81966.55	81966.55
8.1 Release Applications	494,162.85	82347.30	115317.84	42498.00	155167.13	49416.28	49416.28
8.2 Patch Management	325,502.62	54241.76	75959.29	27993.23	102207.82	32550.26	32550.26
9 Development	904,886.00	128171.67	179489.57	64201.66	234410.72	149306.19	149306.19

ServicesView

Tab four, **ServicesView**, is developed using activity drivers. Information is used from two cubes. Activity Based Ratio holds information about batch peak and off peak, online peak and off peak DASD and tape storage for each driver activity type. Constant Ratio holds ratio and change and trouble ticket ratios that do not change based on the driver activity designation. This information is pulled into Activity Mainframe. The two different ratio cubes are used as a basis upon which to allocate certain activities to specific services for specific service accounts (see Activity Mainframe). The information is then moved from the Activity Mainframe to the ServicesView tab. The ServicesView tab introduces the dimension of applications. In our model, we have App1, App2 and Total Apps. This dimension would be modified to accommodate the needs of the end user. The following illustration shows ServicesView (Services by Organization).

Business Unit Allocation Matrix						
Rows:	Columns:	Context:				
Services (Services)	ServicesOrganizationalUnits (ServicesOrganizationalUnits)	Business Analyst (Hierarchy)	Total Applications (TotalApplications)	2008 Actuals (Version-Time)		
	Total Services Org Units	#0000001-DATA SECURITY	#0000002-IMPLEMENTATION AND INTEGRATION SVCS	#0000003-DATA ENTRY	#0000004-MAINFRAME SYSTEM SERVICES	#0000005-COMPUTER OPERATIONS
Total Services	25,276,448.26	3,478,907.90	699,697.00	1,976,578.00	6,890,643.00	2,352,571.00
101-Online Processing Peak	2,262,077.94	0.00	94,489.27	0.00	1,101,686.12	354,241.00
102-Online Processing Non Peak	3,167,894.76	0.00	132,391.74	0.00	1,542,804.85	496,094.00
103-Batch Processing Peak	1,170,433.08	0.00	47,378.09	0.00	570,557.64	179,541.00
104-Batch Processing Non Peak	4,273,203.92	0.00	172,829.95	0.00	2,083,166.79	655,521.00
105-DASD	2,068,038.51	0.00	110,104.02	0.00	821,984.80	338,951.00
106-Mainframe Tape Storage	1,968,816.36	0.00	110,104.02	0.00	770,442.79	328,201.00
109-To Be Assigned	(212,424.44)	(212,424.44)	0.00	0.00	0.00	0.00
110-One Time Event	1,976,578.00	0.00	0.00	1,976,578.00	0.00	0.00
111-Mainframe Security	8,601,830.14	3,691,332.34	32,399.91	0.00	0.00	0.00

The following illustration shows a view with the time dimension.

		2008 Actuals	2009 Act/Fcst	2009 Budget	2010 Forecast
Total Services		25,276,448.26	26,540,270.67	27,804,093.09	27,298,564.12
101-Online Processing Peak		2,262,077.94	2,375,181.83	2,488,285.73	2,443,044.17
102-Online Processing Non Peak		3,167,894.76	3,326,289.49	3,484,684.23	3,421,326.34
103-Batch Processing Peak		1,170,433.08	1,228,954.73	1,287,476.39	1,264,067.73
104-Batch Processing Non Peak		4,273,203.92	4,486,864.12	4,700,524.31	4,615,060.23
105-DASD		2,068,038.51	2,171,440.44	2,274,842.36	2,233,481.59
106-Mainframe Tape Storage		1,968,816.36	2,067,257.17	2,165,697.99	2,126,321.67
109-*To Be Assigned		(212,424.44)	(223,045.66)	(233,666.88)	(229,418.39)
110-*One Time Event		1,976,578.00	2,075,406.90	2,174,235.80	2,134,704.24
111-Mainframe Security		8,601,830.14	9,031,921.65	9,462,013.16	9,289,976.55
Total Services		3,478,907.90	3,652,853.30	3,826,798.69	3,757,220.53
109-*To Be Assigned		(212,424.44)	(223,045.66)	(233,666.88)	(229,418.39)
111-Mainframe Security		3,691,332.34	3,875,898.96	4,060,465.57	3,986,638.93
Total Services		699,697.00	734,681.85	769,666.70	755,672.76
101-Online Processing Peak		94,489.27	99,213.73	103,938.19	102,048.41
102-Online Processing Non Peak		132,391.74	139,011.33	145,630.92	142,983.08
103-Batch Processing Peak		47,378.09	49,747.00	52,115.90	51,168.34
104-Batch Processing Non Peak		172,829.95	181,471.44	190,112.94	186,656.34
105-DASD		110,104.02	115,609.22	121,114.42	118,912.34
106-Mainframe Tape Storage		110,104.02	115,609.22	121,114.42	118,912.34
111-Mainframe Security		32,399.91	34,019.91	35,639.90	34,991.91
Total Services		1,976,578.00	2,075,406.90	2,174,235.80	2,134,704.24

BusinessUnitInvoice

Tab five, **BusinessUnitInvoice**, assigns the ServicesView to business units based on the utilization of the services. This utilization basis is maintained in a Business Unit Allocation Matrix. This tab could be used to generate invoicing for specific business units if desired.

The following view shows all business units.

The screenshot shows the Business Unit Allocation Matrix with the following settings: Rows: Business Units (BusinessUnits); Columns: Services (Services); Context: Business Analyst (Hierarchy), Total Applications (TotalApplications), 2008 Actuals (Versions-Time). The table displays data for various services across different business units.

	Total Services	101-Online Processing Peak	102-Online Processing Non Peak	103-Batch Processing Peak	104-Batch Processing Non Peak	105-DASD	106-Mainframe Tape Storage	109-To Be Assigned
Total Business Units	25,276,448.26	2,262,077.94	3,167,894.76	1,170,433.08	4,273,203.92	2,068,038.51	1,968,816.36	(212,424.44)
Home Loan	1,749,532.21	156,571.77	219,268.70	81,012.58	295,773.67	143,141.15	136,273.40	(14,703.15)
ECommerce	4,023,750.16	360,099.50	504,296.21	186,320.89	680,250.04	329,210.43	313,415.28	(33,815.78)
Commercial	3,551,498.78	317,836.07	445,108.99	164,453.15	600,411.83	290,572.32	276,630.99	(29,846.96)
Retail	3,011,634.85	269,521.76	377,447.90	139,454.60	509,143.12	246,402.37	234,580.27	(25,309.92)
Corporate	4,456,218.41	398,802.60	558,497.41	206,346.45	753,362.57	364,593.60	347,100.81	(37,450.27)
Card Services	2,882,820.79	257,993.74	361,303.64	133,489.83	487,365.98	235,863.22	224,546.77	(24,227.36)
Reclassified	496,254.77	44,411.58	62,195.56	22,979.22	83,896.20	40,601.99	38,653.95	(4,170.55)
One Time Event	343,754.39	30,763.78	43,082.70	15,917.64	58,114.68	28,124.89	26,775.49	(2,888.93)
Treasury	358,187.70	32,055.47	44,891.63	16,585.98	60,554.75	29,305.78	27,899.72	(3,010.23)
Technology	4,134,034.91	369,969.27	518,118.19	191,427.65	698,894.64	338,233.57	322,005.51	(34,742.62)
One Time Adjustments and Credits	268,761.29	24,052.39	33,683.83	12,445.07	45,436.44	21,989.19	20,934.18	(2,258.68)

The following illustration shows a specific business unit, which, in this case, is Ecommerce.

The screenshot shows the Business Unit Allocation Matrix with the following settings: Rows: Services (Services); Columns: Versions-Time (Versions-Time); Context: Business Analyst (Hierarchy), Total Applications (TotalApplications), ECommerce (BusinessUnits). The table displays data for ECommerce across various services.

	2008 Actuals	2009 Act/Fcst	2009 Budget	2010 Forecast
Total Services	4,023,750.16	4,224,937.67	4,426,125.17	4,345,650.17
101-Online Processing Peak	360,099.50	378,104.48	396,109.45	388,907.46
102-Online Processing Non Peak	504,296.21	529,511.02	554,725.83	544,639.91
103-Batch Processing Peak	186,320.89	195,636.93	204,952.98	201,226.56
104-Batch Processing Non Peak	680,250.04	714,262.54	748,275.04	734,670.04
105-DASD	329,210.43	345,670.95	362,131.47	355,547.26
106-Mainframe Tape Storage	313,415.28	329,086.04	344,756.81	338,488.50
109-To Be Assigned	(33,815.78)	(35,506.57)	(37,197.36)	(36,521.04)
110-One Time Event	314,650.85	330,383.40	346,115.94	339,822.92
111-Mainframe Capacity	1,260,323.74	1,477,788.88	1,506,255.01	1,478,868.56

GL ResourceDriver

The sixth *Blueprint* tab, **GL ResourceDriver**, holds information that defines the relationship between the resource driver accounts and all activities (by financial organization for each operational expense). It is used as the basis of allocation of the data in the ResourcesView that is not based on the weighted Employee profile.

ResourceDriver Accts (ResourceDriverAccts)	Operational Expenses (OperationalExpenses)	Total Activities (ActivityNumbers)	Total Services Org Units (ServicesOrganizationalUnits)
Total Resource Driver Accounts	88.00000	8.00000	
1-10003601-Communications & Desktop	1.00000	1.00000	
1-10003601-Employee Base Compensation and Other	1.00000	0.00000	
1-10003601-Employee Taxes & Benefits	1.00000	0.00000	
1-10003601-Equipment Depreciation	1.00000	0.00000	
1-10003601-GDS	1.00000	0.00000	
1-10003601-Incentive Compensation & Awards	1.00000	0.00000	
1-10003601-Lease/Maint/Equip Expense	1.00000	0.00000	
1-10003601-Non-Employee Compensation	1.00000	0.00000	
1-10003601-Occupancy Expense	1.00000	0.00000	
1-10003601-Other Expense	1.00000	0.00000	
1-10003601-Professional Fees	1.00000	0.00000	
1-10003616-Communications & Desktop	1.00000	1.00000	
1-10003616-Employee Base Compensation and Other	1.00000	0.00000	
1-10003616-Employee Taxes & Benefits	1.00000	0.00000	
1-10003616-Equipment Depreciation	1.00000	0.00000	
1-10003616-GDS	1.00000	0.00000	
1-10003616-Incentive Compensation & Awards	1.00000	0.00000	
1-10003616-Lease/Maint/Equip Expense	1.00000	0.00000	
1-10003616-Non-Employee Compensation	1.00000	0.00000	
1-10003616-Occupancy Expense	1.00000	0.00000	

Weighted HR Activity

The seventh *Blueprint* tab, **Weighted HR Activity**, contains salary, headcount and time usage information by job title for each activity. This information is used as the basis of allocation of that data in the ResourcesView tab that is allocated to the ActivityView based on the employee's efforts in the process.

The screenshot displays the 'Weighted HR Activity' interface. At the top, there are several tabs: ResourceView, ActivityView, Activity Mainframe, ServicesView, Business Unit Invoice, GL ResourceDriver, **Weighted HR Activity**, Activity Based Ratio, and Constant Ratio. Below the tabs is the 'Business Unit Allocation Matrix' section. It includes dropdown menus for Rows (ServiceActivities), Columns (StatsAccounts), Context (Total Services Org Units), 2008 Actuals (Versions-Time), and Total Job Titles (JobTitles).

The main data table has the following columns: Salary, BU Percentage, Headcount, Weighting in dollars, and Allocated Basis. The rows are categorized by activity groups:

	Salary	BU Percentage	Headcount	Weighting in dollars	Allocated Basis
Total Service Activities	1855836080.00	32.00	2254.00	2640872.80	33.48
1 Financial Management	71838816.00	0.29	40.00	34621.40	0.44
1.1 Develop Financial Management Framework	11973136.00	0.04	8.00	4491.45	0.06
1.2 Prioritize Within IT Budget	11973136.00	0.04	8.00	4491.45	0.06
1.3 Budget, Plan and Forecast	11973136.00	0.13	9.00	16655.60	0.21
1.4 Support Appropriate Cost Allocations	11973136.00	0.04	7.00	4491.45	0.06
1.5 Process Finance And Accounting Transactions	11973136.00	0.00	0.00	0.00	0.00
1.6 Report Financial Information	11973136.00	0.04	8.00	4491.45	0.06
2 Vendor and Procurement Management	47892544.00	0.99	76.00	108734.49	1.38
2.1 Perform Vendor / Service Provider Assessments	11973136.00	0.54	38.00	62805.43	0.80
2.2 Perform Vendor Management	11973136.00	0.23	10.00	22644.20	0.29
2.3 Audit Vendor Invoices	11973136.00	0.12	17.00	13925.94	0.18
2.4 Perform and Manage Procurement Functions	11973136.00	0.10	11.00	9358.92	0.12
3 IT Service Continuity	23946272.00	0.44	102.00	40817.02	0.52
3.1 Develop IT Continuity Framework	11973136.00	0.18	47.00	16501.03	0.21
3.2 Maintain Continuity Program	11973136.00	0.26	55.00	24315.99	0.31
4 Asset and Inventory Management	35919408.00	0.34	15.00	37312.66	0.47
4.1 Manage Hardware Inventory and Assets	11973136.00	0.32	9.00	35997.15	0.46
4.2 Manage Software Assets	11973136.00	0.00	1.00	0.00	0.00
4.3 Perform Software License Management and Compli	11973136.00	0.02	5.00	1315.51	0.02
5 Quality Management	23946272.00	0.01	4.00	103.49	0.00
5.1 Define a Quality Management System	11973136.00	0.01	1.00	0.00	0.00

On the right side of the interface, there is a 'Total Job Titles' list with the following entries:

- Admin Assistant
- Business Analyst-Sr-LS
- Business Systems Analyst-Sr
- Computer Operator I
- Computer Operator II
- Computer Operator III
- IT Group Manager I
- Mgr-Technology I
- Mgr-Technology II
- Mgr-Technology III
- Project Manager
- Project Manager-Sr
- Super-person
- Systems Analyst-Sr
- Technical Specialist I
- Technical Specialist II
- Technical Specialist-Sr
- Technology Analyst I
- Technology Analyst II
- Technology Analyst III
- Technology Consultant
- Technology Operations Tech
- Technology Supervisor I
- Technology Supervisor II
- Technology Supervisor III

Activity Based Ratio

Activity Based Ratio, the eighth tab, is used in the process of converting ActivityView information to Services View information. It has data that defines how service activities are broken down by services. This data is maintained by driver type. Below we are looking at the breakdown for Mainframe Processing.

	total	Total Batch	Batch- Peak	Batch- Off Peak	Total Online	Online- Peak	Online- Off Peak	total storage	DASD	Tape
Total Service Activities	310.0000	155.0000	33.3250	121.6750	155.0000	64.5730	90.4270	0.0000	0.0000	0.0000
1 Financial Management	12.0000	6.0000	1.2900	4.7100	6.0000	2.4996	3.5004	0.0000	0.0000	0.0000
1.1 Develop Financial Management Framework	2.0000	1.0000	0.2150	0.7850	1.0000	0.4166	0.5834	0.0000	0.0000	0.0000
1.2 Prioritize Within IT Budget	2.0000	1.0000	0.2150	0.7850	1.0000	0.4166	0.5834	0.0000	0.0000	0.0000
1.3 Budget, Plan and Forecast	2.0000	1.0000	0.2150	0.7850	1.0000	0.4166	0.5834	0.0000	0.0000	0.0000
1.4 Support Appropriate Cost Allocations	2.0000	1.0000	0.2150	0.7850	1.0000	0.4166	0.5834	0.0000	0.0000	0.0000
1.5 Process Finance And Accounting Transactions	2.0000	1.0000	0.2150	0.7850	1.0000	0.4166	0.5834	0.0000	0.0000	0.0000
1.6 Report Financial Information	2.0000	1.0000	0.2150	0.7850	1.0000	0.4166	0.5834	0.0000	0.0000	0.0000
2 Vendor and Procurement Management	8.0000	4.0000	0.8600	3.1400	4.0000	1.6664	2.3336	0.0000	0.0000	0.0000
2.1 Perform Vendor / Service Provider Assessments	2.0000	1.0000	0.2150	0.7850	1.0000	0.4166	0.5834	0.0000	0.0000	0.0000
2.2 Perform Vendor Management	2.0000	1.0000	0.2150	0.7850	1.0000	0.4166	0.5834	0.0000	0.0000	0.0000
2.3 Audit Vendor Invoices	2.0000	1.0000	0.2150	0.7850	1.0000	0.4166	0.5834	0.0000	0.0000	0.0000
2.4 Perform and Manage Procurement Functions	2.0000	1.0000	0.2150	0.7850	1.0000	0.4166	0.5834	0.0000	0.0000	0.0000
3 IT Service Continuity	4.0000	2.0000	0.4300	1.5700	2.0000	0.8332	1.1668	0.0000	0.0000	0.0000
3.1 Develop IT Continuity Framework	2.0000	1.0000	0.2150	0.7850	1.0000	0.4166	0.5834	0.0000	0.0000	0.0000
3.2 Maintain Continuity Program	2.0000	1.0000	0.2150	0.7850	1.0000	0.4166	0.5834	0.0000	0.0000	0.0000
4 Asset and Inventory Management	6.0000	3.0000	0.6450	2.3550	3.0000	1.2498	1.7502	0.0000	0.0000	0.0000
4.1 Manage Hardware Inventory and Assets	2.0000	1.0000	0.2150	0.7850	1.0000	0.4166	0.5834	0.0000	0.0000	0.0000
4.2 Manage Software Assets	2.0000	1.0000	0.2150	0.7850	1.0000	0.4166	0.5834	0.0000	0.0000	0.0000
4.3 Perform Software License Management and Compli	2.0000	1.0000	0.2150	0.7850	1.0000	0.4166	0.5834	0.0000	0.0000	0.0000

Constant Ratio

The **Constant Ratio** tab contains ratios for use in allocating ActivityView data to the ServicesView tab when the allocation is independent of the driver's type or Service Activity. The ratios are used by the rules in the Activity Mainframe cube.

	ratio	Trouble ticket	Change ticket
total	3.0000	1.0000	1.0000
Total Batch	1.0000	0.5340	0.4744
Batch- Peak	0.2150	0.1148	0.1020
Batch- Off Peak	0.7850	0.4192	0.3724
Total Online	1.0000	0.3980	0.5050
Online- Peak	0.4166	0.1658	0.2104
Online- Off Peak	0.5834	0.2322	0.2946
total storage	1.0000	0.0680	0.0206
DASD	0.5000	0.0500	0.0202
Tape	0.5000	0.0180	0.0004

Business Unit Allocation Matrix

The tenth and final tab of the *Blueprint*, **Business Unit Allocation Matrix**, holds the basis or allocation pattern used to convert ServicesView data to the BusinessUnitInvoice tab.

Business Unit Allocation Matrix				
Rows: BusinessUnits [BusinessUnits]				
Columns: TotalApplications [TotalApplications]				
	Total Applications	App1	App2	
Total Business Units	2.00	1.00	1.00	
Home Loan	0.18	0.016754247	0.166644695	
ECommerce	0.34	0.131686929	0.210266268	
Commercial	0.26	0.16615782	0.0928676	
Retail	0.28	0.073386369	0.2041335	
Corporate	0.37	0.161311549	0.2041335	
Card Services	0.19	0.161311549	0.026283284	
Reclassified	0.04	0.020769728	0.01752219	
One Time Event	0.03	0.013846485	0.013141641	
Treasury	0.03	0.010384863	0.021201849	
Technology	0.26	0.237467217	0.026283284	
One Time Adjustments and Credits	0.02	0.006923243	0.01752219	

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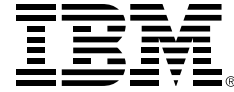
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