Financial Management

User Guide

Changepoint SA 2021

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1. Investment Planning

About investment planning

You use investment planning to do the following:

- collect and report detailed information on funds that are available to spend on work over a specific time line
- collect detailed financial information about potential and actual work
- validate the funds available for spending against the work being considered (funds needed) and the actual work done (funds spent)

Investment planning icons

Icon	Description
	Funding category, subcategory
	Funding source, subsource, or classification

About funding structures for investment planning

The information in investment planning is organized into funding structures. Funding structures consist of funding sources that are organized into funding categories.

Funding structures can consist of a single level of funding sources, or a two-level hierarchy of funding sources. You can create a two-level hierarchy by using funding categories and subcategories, or by using funding classifications. A funding classification is a subsource structure that you set up on a funding category. When you create funding sources under the funding category, funding subsources are automatically created as specified in the funding classification.

Comparison of funding subcategories versus classifications

You have 100 customers and you want to track capital versus non-capital expenditures per customer.

Using funding classifications, you would:

- Create a Customer funding category.

- Create a funding classification for the Customer funding category that includes a *Capital* classification and *Non-capital* classification.
- Create the 100 customer sources under the Customer funding category. A *Capital* subsource and *Non-capital* subsource are automatically created under each customer source.

To set up the same structure using categories, you would:

- Create a Customer funding category.
- Create a *Capital* subcategory and a *Non-capital* subcategory.
- Create the 100 customer sources under the Customer funding category.
- Create the 100 customer subsources under each of the *Capital* and *Non-capital* subcategories.

  Note: You cannot add subcategories to a funding category that has classifications.

Budgeting modes for two-level hierarchies

There are two budgeting modes for two-level hierarchies:

- Rollup mode – you allocate funds to the funding subsources, and the fund totals are rolled up to the parent sources.
- Rolldown mode – you allocate funds to the funding sources, and the funds are distributed to the subsources

If you use funding subcategories, you can have up to two levels of categories. If you use classifications, then only one level of categories is supported.

Funding structures examples

The following are examples for setting up funding categories and sources for different models and hierarchies.

Single level hierarchy (no rollup or rolldown)

The following is a single level hierarchy with no rollup and no rolldown.

Services Region	Budget
Eastern USA	$3M
Western USA	$2M

To create a funding structure with a single level hierarchy:

- Create the *Services Region* funding category.
- Create the *Eastern USA* and *Western USA* funding sources.
- Allocate funds to the *Eastern USA* and *Western USA* funding sources.

Rollup using funding subcategories

Funds are allocated to the funding subsources and rolled up to the funding sources.

Advertising Campaigns	Budget
Media	$5M
Campaign Details	↑
Commercial	$3M
Contest	$2M

To create a rollup funding structure using subcategories:

- Create the *Advertising Campaigns* funding category.
- Create the *Campaign Details* funding subcategories.
- Create the *Media* funding source.
- Create the *Commercial and Contest* funding subsources.
- Allocate funds to the *Commercial and Contest* funding subsources.

Rollup using funding classifications

When you use funding classifications, subcategories are not allowed.

Customers	Budget
Customer A	$7M
Capital	$4M
Non-capital	$3M
Customer B	$3M
Capital	$2M
Non-capital	$1M

To create a rollup funding structure with classifications, follow these steps:

- Create the *Customers* funding category.
- Create the *Capital* and *Non-capital* funding classifications on the *Customers* funding category.
- Create the Customer A and Customer B funding sources. When you create the funding sources, the *Capital* and *Non-capital* funding subsources are automatically created.
- Allocate funds to the *Capital* and *Non-capital* funding subsources.

Rolldown using funding subcategories

You allocate funds to funding sources, and the funds are automatically distributed to the funding subsources.

Expenditures	Budget
Marketing Campaigns	$5M
Regional Distributions	↓
North America	50%
Europe, Middle East, Africa	25%
Asia Pacific and Japan	25%

To create a rolldown funding structure using subcategories:

- Create the *Expenditures* funding category.
- Create the *Regional Distributions* funding subcategory.
- Under the *Expenditures* funding category, create the *Marketing Campaigns* funding source.
- Allocate funds to the *Marketing Campaigns* funding source.
- Under the *Regional Distributions* funding subcategory, create the following funding subsources:
  - *North America*
  - *Europe, Middle East, Africa*
  - *Asia Pacific and Japan*
- Create the funding distribution from one of the funding subsources.

Rolldown using funding classifications

To create a rolldown funding structure using classifications:

- Create the funding category.
- Create the funding classifications (which include the funding distributions) on the funding category.
- Create the funding sources.

- Allocate funds to the funding sources.

Accessing a funding structure

1. Click **Finance** > **Investment Planning**.

   The **Investment Planning** tree view appears.

2. Expand the tree view.

3. Click the category, source or subcategory.

About funding categories and subcategories

Funding categories define the structure (rollup, rolldown) of the allocation of funds, the source entity types that provide the funds for the funding sources under these funding categories and the demand items where the funds are spent. A funding category can be divided into subcategories. Funding sources are grouped under funding categories, and subsources are grouped under subcategories. However, a funding source that has funding classifications cannot have subcategories.

You can define the period during which funding categories and subcategories are available. If you specify an availability period, then the availability period of child items must be within the same period.

Creating a funding category

1. Click **My Tools** > **New** and then select **Funding category** from the list.

   The **Create Funding Category** dialog box appears.

2. Click the **General** tab.

3. In the **Funding category** field, enter a name for the category.

4. Leave the **Parent funding category** field blank.

5. If the funding structure is two-level, do one of the following:

   - To allocate funds to funding sources and distribute to the funding subsources, select the **Roll down** check box.

   - To allocate funds to funding subsources and roll up the totals to funding sources, select the **Roll up** check box.

6. In rolldown mode, specify the period of availability of the funding:

a. In the **Available from** field, enter the date when funding category becomes available.

b. In the **Available until** field, enter the date after which the funding category is no longer available.

7. In the **Currency** list, select the funding currency.

   All cost and revenue amounts are converted to this currency.

8. To continue completing the funding category, see the following topics:

   - "Specifying entities for a funding category" on page 11
   - "Specifying demand items for a funding category" on page 11

9. Click **Save**.

Specifying entities for a funding category

When creating a funding category or subcategory, you can specify the entities that provide the funding. Later, when you create a funding source for the category, you can select the specified entities whose records can be associated with the funding source by resources.

1. Access the funding category or subcategory.
2. Click **Actions** > **Edit category**.

   The **Edit Funding Category** dialog box appears.

3. Click the **Associated entities** tab.
4. To force the selection of an associated entity type when you create a funding source under this category, select the **Selection of associated entities is mandatory** check box.
5. Do one of the following:

   - To associate an entity with the funding category, select the **Used** cell next to the entity in the table. A check mark appears in the cell.
   - To remove the association, clear the **Used** column.

6. Click **Save**.

Specifying demand items for a funding category

When creating a funding category or subcategory, you can specify the demand items where funds are spent.

Note: You cannot specify additional demand items for a funding subcategory. You can only remove demand items and change the mandatory settings.

1. Access the funding category or subcategory.
2. Click **Actions** > **Edit category**.

   The **Edit Funding Category** dialog box appears.
3. Click the **Associated demand items** tab.
4. To force the selection of an associated demand item, select the **Selection of associated demand items is mandatory** check box.
5. Do one of the following:
   - To associate a demand item with the funding category, select the **Used** cell next to the demand item in the table. A check mark appears in the cell.
   - To remove the association, clear the **Used** column.
6. In rolldown mode, to allow editing of the funding distribution for the demand item, click the **Override allowed** cell next to the demand item.
7. Click **Save**.

Creating a funding subcategory

You can create subcategories under funding categories that use the rollup or rolldown modes. Funding subcategories inherit all the settings from the parent funding category, including the funding and target entities. You cannot change the currency setting.

1. Access the parent funding category.
2. Click **Actions** > **Create** > **Category**.

   The **Create Funding Category** dialog box appears.
3. In the **General** section, complete the fields as required. For more information, see "Creating a funding category" on page 10.
4. Do one of the following:
   - To edit the associated entity types, see "Specifying entities for a funding category" on page 11.

- To edit the associated demand items, see "Specifying demand items for a funding category" on page 11.

5. Click **Save**.

Editing a funding category or subcategory

You cannot change the currency on a funding category once an entity has been associated with a funding source under the funding category. The currency on a funding subcategory cannot be changed.

Changing the setup of associated entities or demand items does not affect existing funding associations.

You cannot change the parent funding category once a funding subsource has been created under a funding subcategory.

1. Access the funding category or subcategory.
2. Click **Actions > Edit category**.

   The **Edit Funding Category** dialog box appears.
3. Make the necessary changes.
4. Click **Save**.

Deleting a funding category or subcategory

When you delete a funding category or subcategory, all of the funding sources, subsources and subcategories under it are also deleted.

However, you cannot delete a funding category or subcategory if one or more of its funding sources or subsources are associated with entities.

1. Access the funding category or subcategory.
2. Click **Actions > Edit category**.

   The **Edit Funding Category** dialog box appears.
3. Click **Delete**.

Accessing a funding source or subsource

1. Click **Finance > Investment Planning**.

The **Investment Planning** tree view appears.

2. Do one of the following:
   - To access a funding source, expand the funding category and then click the funding source.
   - To access a funding subsource, expand the funding category and subcategory and then click the funding subsource.

   The funding source or subsource appears.

Creating a funding source

You create a funding source under a funding category. You can associate funding sources with existing entities and with work that is being considered. For more information, see "Associating an entity to a funding source" on page 23.

1. Access the funding category.
2. Click **Actions** > **Create** > **Funding source**.

   The **Create Funding Source** dialog box appears.
3. Complete the fields as required. For more information, see "Funding Source dialog box options" on page 15.
4. Click **Save**.
5. In rolldown mode or in a single level hierarchy, you can allocate funds for the source. For more information, see "Allocating funds to funding sources or subsources" on page 20.

Creating a funding subsource

You create a funding subsource under a funding subcategory.

1. Access the funding subcategory.
2. Click **Actions** > **Create** > **Funding source**.

   The **Create Funding Source** dialog box appears.
3. Complete the fields as required. For more information, see "Funding Source dialog box options" on page 15.
4. Click **Save**.

5. Do one of the following:
   - In rollup mode, you can allocate funds for the subsource. For more information, see "Allocating funds to funding sources or subsources" on page 20.
   - In rolldown mode, you can set up the fund distribution for all subsources under the same funding subcategory. For more information, see "Setting up a funding distribution for rolldown using subcategories" on page 21.

Funding Source dialog box options

Fields	Description
Funding source name field	Name of the funding source (in a one-level hierarchy) or the subsource (in a two-level hierarchy).
Parent funding category list	In a two-level hierarchy, name of the funding category to which the funding source and subsource belong.
Parent funding source list	In a two-level hierarchy, name of the funding source under which the subsource was created.
Funding category list	In a one-level hierarchy, name of the funding category to which the funding source belongs.
Entity type list	Type of entity that provides the funding.
Item type-ahead field	Name of the entity that provides the funding.
Owner type-ahead field	Resource responsible for the funding source.
Available from date field	Availability start date for the source or subsource.
Available until date field	Availability end date for the source or subsource.
Description field	Description for the source or subsource.

Editing a funding source or subsource

You cannot change the funding category for a funding source or subsource once an entity has been associated with the funding source or one of its subsources.

If you change the availability dates after the funding source has been associated with an entity, the change applies only to new funding source associations. Existing associations are not affected.

Once a funding source has subsources, you cannot change the funding category. Instead, you would have to delete the subsources, change the category and recreate the subsources.

1. Access the funding source or subsource.
2. Click **Actions** > **Edit source**.

   The **Edit Funding Source** dialog box appears.
3. Make the necessary changes.
4. Click **Save**.

Deleting a funding source or subsource

When you delete a funding source, its subsources are also deleted. You cannot delete a funding source or a subsource that is associated with an entity.

1. Access the funding source or subsource.
2. Click **Actions** > **Edit source**.

   The **Edit Funding Source** dialog box appears.
3. Click **Delete**.

   In rolldown mode, the system warns you if the source or subsource is part of an active funding distribution.
4. Click **OK** to confirm.

Accessing a funding classification

1. Click **Finance** > **Investment Planning**.

   The **Investment Planning** tree view appears.
2. Expand the funding category and then click the funding classification.

   The funding classification appears.

Creating a funding classification in rollup mode

1. Create the funding category in rollup mode.

2. Click **Actions** > **Create classification**.

   The **Funding Classification** dialog box appears.

3. Right-click the table and select **Insert**.

   A new row is added to the table.

4. Click the row.

5. Enter a name for the classification, and then click outside of the row.

6. Click **Save**.

7. Click **Cancel**.

Creating a funding classification in rolldown mode

You can either specify the distribution percentage for each classification manually, or have the percentage automatically divided evenly between the classifications.

Once you save a funding classification, you can only change its activation status.

1. Create the funding category in rolldown mode.

2. Click **Actions** > **Create classification**.

   The **Funding Classification** dialog box appears.

3. Right-click the table and select **Insert**.

   A new row is added to the table.

4. In the **Classification name** column, click the cell and enter a name for the classification.

5. Do one of the following:

   - To enter a percentage manually:

     - Click the cell in the **Percentage** column.
     - Enter the percentage and then click outside of the row.
   - To automatically divide the percentage evenly between the classifications, click **Auto-Distribute**.

6. Click **Save**.

7. Click **Cancel**.

The funding classification is created with an effective date of 1/1/1900, and is automatically activated. You can edit the funding classification to change the date or deactivate it.

Editing a funding classification in a funding category in rollup mode

You can add or delete classifications, but you cannot edit them.

1. Access the funding category.
2. Click **Actions > Edit classification**.

   The **Funding Classification** dialog box appears.
3. Do one of the following:
   - To add a classification, right-click the table and select **Insert**.
   - To delete a classification, right-click the classification and select **Delete**. You cannot delete a classification if it is associated with an entity.
   - To edit a classification, delete it and then add a classification with the correct value.
4. Click **Save**.
5. Click **Cancel**.

Editing a classification in a funding category in rolldown mode

You can only activate or deactivate a funding classification for funding categories in rolldown mode. Instead of changing a funding classification, you can create a new funding classification with a different effective date. If you want to use the same effective date, you must deactivate the funding classification and save it first.

1. Access the funding category.
2. Click **Actions > Edit classification**.

   The **Funding Classification** dialog box appears.
3. To activate or deactivate the funding classification:
   a. In the **Effective dates** list, select the effective date of the funding classification.
   b. Select or clear the **Active** check box.
   c. Click **Save**.

4. To create a funding classification with a new effective date:
   a. Click **New Effective Date**.
   b. In the **Effective date** field, enter the date.
   c. Edit or add classifications as required.
   d. To delete a classification, right-click the row and select **Delete**. The row is deleted.
   e. Click **Save**.
5. Click **Cancel**.

About allocating and distributing funds

The hierarchy of the funding structure determines how funds are allocated:

- In a one-level hierarchy (no rollup, no rolldown), you allocate funds to the funding sources.
- In a two-level hierarchy with rolldown, you allocate funds to the funding source, and funds are distributed to the funding subsources.
- In a two-level hierarchy with rollup, you allocate funds to the funding subsource, and funds are rolled up to the funding source.

Funding distribution only applies to rolldown mode.

After you have created the funding structure, you can allocate funds to the funding sources. For funding categories with rollup mode, you allocate funds to the subsources. You can allocate the following amounts to different fiscal years:

- Revenue from fixed fees.
- Costs and revenue related to products.
- Effort, costs and revenue related to services.
- Costs and revenue related to expenses.

For funding categories that have rolldown using subcategories, you must create the funding distribution from one of the funding subsources. After you create the funding distribution, you can view and manage the funding distributions from the parent funding source.

Once you save a funding distribution, the only change you can make is to activate or deactivate it. However, you can create additional funding distributions with different effective dates.

You must create funding distributions from a funding subsource. Thereafter you can manage the funding distributions from the parent funding source.

Allocating funds to funding sources or subsources

1. Access the funding source or subsource.
2. Click **Actions > Edit source**.

   The **Edit Funding Source** dialog box appears.
3. Click the **Funding allocation worksheet** tab.
4. Filter the fiscal years. For more information, see "Filtering fiscal periods in the funding allocation worksheet" on page 20.
5. In the fiscal years column, enter funds to be allocated as required.
6. Click **Save**.

Filtering fiscal periods in the funding allocation worksheet

You can filter the funding allocation worksheet to display selected fiscal years.

1. Access the source or subsource.
2. Click **Actions > Edit source**.

   The **Edit Funding Source** dialog box appears.
3. Click the **Funding allocation worksheet** tab.
4. Click **Filter**.

   The **Filter** dialog box appears.
5. Do one of the following:
   - To display only selected fiscal years in the worksheet, select the check boxes for the fiscal years.
   - To display all fiscal years in the worksheet, select the **All fiscal years** check box.
6. Click **OK**.

Setting up a funding distribution for rolldown using subcategories

1. Access the funding subsource.
2. Click **Actions** > **Create** > **Funding distribution**.

   The **Funding Distribution** dialog box appears, displaying all of the funding subsources with the percentages set to 0.
3. To remove a subsource, right-click the subsource and select **Delete**.
4. To add a subsource:
   a. Right-click in the table and select **Insert**. A new row is added.
   b. Click the **Funding source** cell in the new row and select a subsource from the list.
5. Do one of the following:
   - To specify the percentages manually, click the **Percentage** cell for each subsource, and enter the percentage.
   - To distribute the funds evenly to each subsource, click **Auto-distribute**.
6. Click **Save**.

   The funding distribution is created with the default effective date of 1/1/1900.
7. You can do one or more of the following:
   - To change the effective date, click **New Effective Date** and then edit the fields as required and save.
   - To activate or deactivate a funding distribution, select or clear the **Active** check box and then click **Save**.
   - To view a different funding distribution, select the effective date from the **Effective dates** list.
8. Click **Cancel**.

Managing funding distributions from a parent funding source

You can view and manage all of the funding distributions for all subsource structures that are under a parent funding source. You can only activate or deactivate funding distributions. To

change a funding distribution, you create a new funding distribution with a different effective date.

1. Access the parent funding source.
2. Click **Actions** > **Edit source**.

   The source dialog box appears.
3. Click the **Funding distribution** tab.
4. To make changes, double-click the row that includes the effective date.

   The **Funding Distribution** dialog box or the **Funding Classification** dialog box appears.
5. Make the necessary changes.
6. Click **Save**.
7. Click **Cancel**.

Copying a funding distribution to associated entities

After you have set up a funding distribution, you can copy the funding distribution to the entities that have been associated to the funding subsources.

1. Access the parent funding source.
2. Click **Actions** > **Edit source**.

   The source dialog box appears.
3. Click the **Funding distribution** tab.
4. Right-click the date of the funding distribution and select **Copy to entities**. You can select multiple dates.

   The **Copy Funding Distribution to Entities** dialog box appears.
5. Do one of the following:
   - To copy the funding to new entities only, select **Copy to new entities only**
   - To copy the funding to all entities, select **Copy to all entities**.
6. To specify the items to be included, select or clear the following check boxes as required:
   - **Approved demand**

- **Unapproved demand**
- **All items not included in approved and unapproved demand**

7. Click **Save**.

   The funding is distributed to the entities.

About viewing the fiscal year breakdown on funding profiles

To view the fiscal year breakdown, expand the section in the funding category (but not subcategory), funding source, or funding subsource profile. The following amounts for each fiscal year are displayed:

- **Effort amount** – from services
- **Revenue amount** – from fixed fee and billing amounts of products, services, and expenses, which can also represent benefits realization
- **Cost amount** – from product or materials, services, and expenses
- **Margin** – revenue minus costs, or net benefits if revenue is used to represent benefits realization

These amounts are summarized from all entity items that are associated with the funding source, while taking into consideration the portion of the total for the item that is associated with the particular funding source.

Note: The changes made to entity items and funding sources might not appear immediately in the fiscal year breakdown because the data is updated during a system update, which is typically run overnight.

About viewing the funding subsource breakdown

To view a breakdown of information for each subsource or classification, expand the **Funding subsource/classification** section on the funding source profile. The effort, revenue amount, cost amount, and margin for each subsource or classification is displayed. Each amount is broken down into funding amount, total demand, approved demand, unapproved demand, and actual amount.

Associating an entity to a funding source

You can associate funding sources with existing opportunities, opportunity forecast items, requests, request demand items, projects, materials, and tasks.

The procedure for associating an entity to a funding source differs depending on the structure of the funding source:

- For rollup or rolldown, you must specify the parent funding category and parent funding source of the funding source, and then the funding category.
- For single level, you start from the funding category.

1. Access the entity.
2. Select the **Associate funding source** option.

   The **Associate Funding Source** dialog box appears.
3. If the funding source has a rollup or rolldown structure:
   a. Click the **Parent funding category** cell and select the parent category.
   b. Click the **Parent funding source** cell and select the parent source.
4. Click the **Funding category** cell and select the category. If the funding source has classifications, then this cell is not available.
5. Do one of the following:
   a. If the funding source has a rollup or rolldown structure, the remaining cells are automatically completed. Go to step 6.
   b. Click the **Funding source** cell and select the source.
6. Select or clear the **Include** cells to include or exclude the corresponding rows.
7. Select or clear the **Active** cell to activate or deactivate the association.
8. To specify a percentage, do one of the following:
   - To specify the percentage manually, enter the value in the **Percentage** cell.
   - To automatically allocate the percentage evenly across all funding sources in the funding category or classification, right-click and select **Auto-distribute**.

   Tip: For funding categories that have more than one funding source, you can add additional rows by right-clicking and selecting **Copy row**. You can also copy an existing funding source association to create one with a new effective date by right-clicking and selecting **Copy with new effective date**.
9. Click **Save**.

Editing or deleting funding source associations

Once you save a funding source association, you can only change the activation status. You cannot delete a funding source association. If you no longer need the association, you can deactivate it. If you need to change other information, you can create a new funding source association with a different effective date.

1. Access the entity.
2. Select the **Associate funding source** option.

   The **Associate Funding Source** dialog box appears.
3. Do one of the following:
   - To activate an association, select the corresponding **Active** cell.
   - To deactivate an association, clear the corresponding **Active** cell and click **OK** to confirm.
4. Click **Save**.

About overriding inherited funding source associations

When you associate an entity to a funding source, the entity sub-items directly related to the entity inherit the funding source association. For example, if you associate an opportunity to a funding source, the opportunity forecast items inherit the funding source association. If the funding category has been configured to allow overrides, you can edit the funding source association, or add different funding source associations.

The same concept applies to request demand items, requests, project tasks, and materials. However, project budget items cannot be overridden in the budget dialog box. Project budget items inherit the associations specified for the project and any overrides for tasks if the task is populated from the project.

Overriding and editing an inherited funding source association

Warning: You cannot revert back to the inherited settings after you save the changes.

1. Access the entity.
2. Select the **Associate funding source** option.

   The **Associate Funding Source** dialog box appears.

3. To add the inherited funding source associations automatically, right-click in the table and select **Load default association**.

   The table displays the entity's funding source association.

4. Edit the funding association or add new associations.

5. Click **Save**.

Investment planning reports

The following investment planning reports are available.

Funding Source Association Exception report

The **Funding Source Association Exception** report lists the entities that should have been associated to a funding source when they were created, but were not because the resource did not have access, or the funding sources did not exist. The report includes entities such as projects, opportunities, and requests that are missing funding associations, but it does not include entity sub-items such as tasks, materials, and demand items. The report provides links to the entities that you have access to.

Exceeded Funding Source report

The **Exceeded Funding Source** report lists the funding sources that have an associated demand amount or an actual spent amount that exceeds the funding amount. The exceeded amounts are shown in red. A fiscal year filter is also available to show the exceeded amounts for the selected fiscal years. You have the option to view the report for all funding sources or just the exceeded funding sources.

Troubleshooting investment planning

You cannot associate an entity to a funding source

To associate an entity to a funding source, the following conditions apply:

- The entity must be specified in the list of demand items of the parent funding category or the funding category.
- The parent funding category or the funding category of the funding source must be available on the current date.

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