

EXPENSE PLANNING AND CONTROL



PLAN-TO-PERFORM
BLUEPRINT

A WEB-BASED PROCESS FOR MANAGING
EXPENSE PLANNING

A COGNOS INNOVATION CENTER
ENTERPRISE PLANNING
APPLICATION BRIEF

EXECUTIVE SUMMARY

This application brief demonstrates best practices for managing expense projections using Cognos Planning. Implementing this *Blueprint* will enable forward-looking visibility into expense decisions at both divisional level and corporate levels. The *Expense Planning and Control Blueprint* uses projections from other *Blueprints* or planning systems as well as actual history to drive expense planning processes. The *Blueprint* and processes described in this document are generic for expenses in any US industry and can be readily configured to support the complexity of fixed and variable expense requirements for any industry across many countries.



OVERVIEW

With the exception of revenue, expenses are typically the main focus of corporate profit and loss statements. At the corporate level, maximum effort is made to manage expenses and set spending guidelines, while at the divisional level, line managers make expense decisions to optimize efficiency and productivity. Forward-looking collaboration must occur so that divisional decisions are aligned with strategic and tactical corporate goals. The *Expense Planning and Control Blueprint* was created using the collective experience and applied best practices of thousands of Cognos customers around the world.

DRIVER-BASED PLANNING

Because experts tend to agree that planning, budgeting, and forecasting involve too much detail and not enough focus on the key metrics that drive expenses, *driver-based planning* is featured in this *Blueprint*. Driver-based planning is based upon common components that typically derive a given expense. For example, office supply expense could be easily determined by using a volume or drive multiplied by a given rate. So, office supplies = headcount (driver) * \$15 (rate). This approach is superior to merely entering estimated expense dollars. The driver-based approach makes clear how expenses are actually determined and enables more rapid adjustments to plans as need be.

Expense plans are dependent upon a number of factors including drivers, driver-based rates, seasonality curves, or actual history. For example, headcount imported from the *Headcount and Compensation Blueprint* can be used to drive expenses in many areas, such as office supplies, cell phone costs, or tuition reimbursement.

Though this *Blueprint* requires minimal user input, it yields a great deal of information. Only two tabs require input:

- **Manual Entry**

Users enter expenses not captured elsewhere and assigns them to a particular account

- **Expense Detail**

Users choose which driver or profile they wish to use for a particular expense line. Some information within this *Blueprint* is sourced from other *Blueprints*, Cognos Planning models, or other sources. For example, depreciation expenses are linked from the capital expenditure blueprints, while payroll information is fed from the *Headcount and Compensation Blueprint*.

BLUEPRINT OBJECTIVES

The following planning, budgeting, and forecasting objectives are achieved using the *Expense Planning and Control Blueprint*:

- Manage expenses based upon drivers and historically reliable rates.
- Allocate expenses equitably based upon historical patterns or other drivers such as headcount over a certain number of periods.
- Consolidate expenses enabling seamless expense planning.
- Link salary and headcount projections as drivers for certain expense accounts in the plan.
- Currency planning and conversion capabilities.
- Internal transfer planning capabilities.

KEY COGNOS PLANNING BENEFITS

- Flexible and powerful model development. The Cognos Analyst component supports any business planning model or customizing of the *Expense Planning and Control Blueprint*.
- Web-based deployment of models for process workflow, data collection, and consolidation:
 - o Real-time workflow
 - o Real-time consolidation
 - o Real-time calculations in the browser for immediate results
 - o Industry leading what-if features for the most accurate plans, budgets and forecasts
- Scalable architecture with proven deployments to thousands of users.
- Easy links to financial and operational plans facilitating cross-enterprise collaboration.
- Ensured accuracy of plans using form-based planning with selection boxes to drive application logic and calculations.

EXPENSE BASELINE

Expense Baseline Manual Entry Expense Detail Expense Summary Drivers Corporate Driver Driver Based Rates Driver Based Calc Seasonality Curves Seasonality Calc Standard Cur Help									
Northeast Sales Boston Sales Forecast									
	Base Amount	Adjustment	New Base Amount	% Increase	Full Year Budget	Next Years Adjustment	Next Years Adj Base	Next Years % Increase	
Real Estate	50,000	980	50,980	2.00%	52,000	5,000	57,000		
Telephone (Excl Cell and desk)	15,000	1,000	16,000	3.00%	16,480	0	16,480		
Maintenance & Repairs	12,500	0	12,500	4.00%	13,000	0	13,000		
Legal	6,500	0	6,500	5.00%	6,825	0	6,825		

The first tab, *Expense Baseline*, is the starting point for expense planning. Data entry begins with a base amount usually established using historical data. The amount may be adjusted up or down, by a fixed dollar amount, and/or a percent adjustment. In the figure above, a one-time expense adjustment of \$1,000.00 is entered on the “Telephone” (“Excl Cell and desk”) expense line; then a three percent increase is forecast for the year. Because the model enables planning forward two years, once “Full Year Budget” is calculated, adjustments for the following year may be made. The *Expense Detail* tab (described below) provides an opportunity to select a profile upon which to allocate full-year amounts across time periods.

MANUAL ENTRY

Expense Baseline Manual Entry Expense Detail Expense Summary Drivers Corporate Driver Driver Based Rates Driver Based Calc Seasonality Curves Seasonality Calc Standard Currency															Help
Northeast Sales			Boston Sales			Forecast									
	Description	Expense Account	Jan-04	Feb-04	Mar-04	Apr-04	May-04	Jun-04	Jul-04	Aug-04	Sep-04	Oct-04	Nov-04	Dec-04	
1	ReportNet	Patents	5,000	5,000	5,000	0	25,000	0	0	0	0	0	0	0	
2	Printing	Annual Report	12,500	0	0	0	0	0	0	0	0	0	0	0	
3	Annual Meeting	Directors Fee	5,000	0	0	0	0	0	50,000	0	0	0	0	0	
4	Old Consultants Home	Charitable Contributions	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	
5	Landscape/Gardening	Other Expense	0	0	0	2,500	0	0	0	0	0	0	0	0	
6	ReportNet Rollout Campaign	Advertising	0	0	0	3,000	3,450	3,900	4,350	4,800	5,250	5,700	6,150	0	
7	Golf Four Seasons	Travel & Entertainment	250	250	250	3,250	250	250	250	250	250	250	250	250	
8	Secret Acquisition	Real Estate	0	0	0	10,000	0	0	0	0	10,000	0	0	0	
9	Cognos EP Consultants	Professional Fees	0	0	15,000	0	0	15,000	0	0	15,000	0	0	1	
10	auditors	Professional Fees	0	0	5,000	5,000	5,000	5,000	0	0	0	0	0	0	
11			0	0	0	0	0	0	0	0	0	0	0	0	
12			0	0	0	0	0	0	0	0	0	0	0	0	
13			0	0	0	0	0	0	0	0	0	0	0	0	
14			0	0	0	0	0	0	0	0	0	0	0	0	
15			0	0	0	0	0	0	0	0	0	0	0	0	

The *Manual Entry* tab manages expense items that may not lend themselves to driver-based calculations, seasonality profiles, or are in addition to those items. On line 8 above, there is an entry for a secret real estate acquisition that will be added to the “Real Estate” entry on the previous tab. This entry will hit the expense account selected in the second column. (A brief description appears in column 1). A selection is then made from the “Expense Account” column, and the dollar amounts for this entry are entered into the appropriate time period(s).

The only selection on this tab is the appropriate “Expense Account”:

- Overtime
- Incentive Comp
- Computers & Technical Equip Rental
- Office AV Studio Equip Rental
- Other Equipment Rental
- Real Estate
- Travel & Entertainment**
- Professional Fees
- Telephone
- Office Supplies
- Advertising
- Membership & Dues
- Maintenance & Repairs
- Legal
- Patents
- Annual Report
- Directors Fee
- Charitable Contributions
- Other Expense

As changes are made, they are highlighted in **BLUE** along with any cells affected by the change. As changes to this tab are made, expense impacts are made automatically to subsequent tabs affected.

EXPENSE DETAIL

Expense Baseline Manual Entry Expense Detail Expense Summary Drivers Corporate Driver Driver Based Rates Driver Based Calc Seasonality Curves Seasonality Calc Standard Currency											
For your convenience, we have loaded the recommended Driver or Profile. You may choose another available Driver or Profile if desired.											
Northeast Sales		Boston Sales		Forecast		Local Currency					
	Source or Method	Driver	Profile	Jan-04	Feb-04	Mar-04	Apr-04	May-04	Jun-04	Jul-04	
Salaries	Headcount Feed			56,166	70,208	77,229	70,208	77,229	84,250		
Overtime	Driver Based Please Choose Driver	Headcount		400	500	550	500	550	600		
Total Salaries				56,566	70,708	77,779	70,708	77,779	84,850		
Bonuses	Headcount Feed			10,531	13,164	14,480	13,164	14,480	15,797		
Incentive Comp	Headcount Feed			14,721	18,401	20,242	18,401	20,242	22,082		
Option Expense	Headcount Feed			2,073	2,591	2,850	2,591	2,850	3,109		
Restricted Stock expense	Headcount Feed			1,036	1,296	1,425	1,296	1,425	1,555		
Tuition Reimbursement	Driver Based Please Choose Driver	Headcount		360	450	495	450	495	540		
Severance	Headcount Feed			496	620	682	620	682	744		
Total Employee Compensation				85,784	107,230	117,953	107,230	117,953	128,676		
Life	Driver Based Please Choose Driver	Salary		794	993	1,092	993	1,092	1,191		
Dental	Driver Based Please Choose Driver	Salary		1,588	1,985	2,184	1,985	2,184	2,382		
Health	Headcount Feed			2,507	3,134	3,448	3,134	3,448	3,761		
401k match	Driver Based Please Choose Driver	Revenue		9,522	16,664	16,664	7,142	8,332	8,332		
Total Benefits				14,412	22,776	23,387	13,254	15,055	15,666		
Total Personnel Related Taxes	Headcount Feed			13,464	16,830	18,513	16,830	18,513	20,196		
Total Personnel Related Taxes %				16%	16%	16%	16%	16%	16%		
Computers & Technical Equip Rental	Centrally Allocated			23	28	31	28	31	34		
Office AV Studio Equip Rental	Centrally Allocated			7	9	10	9	10	11		
Other Equipment Rental	Centrally Allocated			3	4	5	4	5	5		
Total Equipment Rental				33	41	46	41	46	50		
Real Estate	Seasonality Calc Please Choose Profile		4.4.5	4,000	4,000	5,000	14,000	4,000	5,000		
Travel & Entertainment	Corporate Defined Driver			10,748	18,910	18,910	11,027	9,388	9,388		
Professional Fees	Manual Entry Tab			0	0	20,000	5,000	5,000	20,000		
Telephone	Corporate Defined Driver			1,820	2,178	2,183	1,714	1,777	1,782		
Office Supplies	Driver Based Please Choose Driver	Headcount		120	150	165	150	165	180		
Advertising	Manual Entry Tab			0	0	0	3,000	3,450	3,900		
Membership & Dues	Driver Based Please Choose Driver	Headcount		120	150	165	150	165	180		
Maintenance & Repairs	Seasonality Calc Please Choose Profile		Revenue Cycle	839	839	1,258	1,677	1,677	1,258		
Depreciation & Amortization	Depreciation Feed			6,944	6,944	6,944	6,944	6,944	6,944		
IT Support Services	Centrally Allocated			55	101	101	39	47	47		
Help Desk Support	Centrally Allocated			57	71	78	71	78	85		

The *Expense Detail* tab is used to select the desired driver or profile for a given expense item.

Fields in gray are non-editable. They provide information or are linked from other tabs or sources. Fields in white are editable and—on this tab—are used to select the desired driver or profile for a specific line

item. Selectable fields have been pre-populated using management-approved methods. Users however, may select from any of the available choices. The number and nature of choices available is determined by the *Blueprints* administrator prior to deployment.

In the example above, the “Real Estate” entry is spreading the amount calculated in the *Expense Baseline* tab, based on the profile selected: 4-4-5. (\$52,000 spread on a 4-4-5- basis.) Notice the amount in April is increased by the \$10,000 dollars indicated as a “Real Estate” expense on the *Manual Entry* tab. By making a few simple selections and entering a minimal data inputs an entire expense model is produced.

Note that up to this point, expenses have been calculated in the cost center or department’s local currency. On the *Expense Detail* tab, expenses are converted into the corporate standard. Converted expenses are brought forward to the *Expense Summary* tab. In this *Blueprint*, the corporate standard is US dollars, but could be changed to any currency.

Expense Baseline Manual Entry Expense Detail Expense Summary Drivers Corporate Driver Driver Based Rates Driver Based Calc Seasonality Curves Seasonality Calc Standard Currency												
For your convenience, we have loaded the recommended Driver or Profile. You may choose another available Driver or Profile if desired.												
<input checked="" type="radio"/> Eastern Canada Sales <input type="radio"/> Montreal Sales <input type="radio"/> Forecast <input type="radio"/> Real Estate												
	Source or Method	Driver	Profile	Jan-04	Feb-04	Mar-04	Apr-04	May-04	Jun-04	Jul-04	Aug-04	Sep-04
Local Currency	Seasonality Calc Please Choose Profile			4,250	4,250	4,250	14,250	4,250	4,250	4,250	4,250	14,250
Exchange Rate	Seasonality Calc Please Choose Profile			1.572000	1.552000	1.511000	1.479000	1.459000	1.414000	1.366000	1.377000	1.584560
Corporate Standard				2,704	2,738	2,813	9,635	2,913	3,006	3,111	3,086	8,993

Expense Baseline Manual Entry Expense Detail Expense Summary Drivers Corporate Driver Driver Based Rates Driver Based Calc Seasonality Curves Seasonality Calc Standard Currency												
For your convenience, we have loaded the recommended Driver or Profile. You may choose another available Driver or Profile if desired.												
<input checked="" type="radio"/> United Kingdom Sales <input type="radio"/> London Sales <input type="radio"/> Forecast <input type="radio"/> Real Estate												
	Source or Method	Driver	Profile	Jan-04	Feb-04	Mar-04	Apr-04	May-04	Jun-04	Jul-04	Aug-04	Sep-04
Local Currency	Seasonality Calc Please Choose Profile			4,250	4,250	4,250	14,250	4,250	4,250	4,250	4,250	14,250
Exchange Rate	Seasonality Calc Please Choose Profile			0.632911	0.615385	0.620347	0.635324	0.633312	0.618047	0.606796	0.611995	0.703883
Corporate Standard				6,715	6,906	6,851	22,430	6,711	6,877	7,004	6,945	20,245

The choices made on the *Expense Detail* tab were:

Driver:

Headcount
Revenue
Number of PC's
Salary

Profile:

Flat
4,4,5
Revenue Cycle
Sales Cycle
End of Quarter

EXPENSE SUMMARY

Expense Baseline | Manual Entry | Expense Detail | Expense Summary | Drivers | Corporate Driver | Driver Based Rates | Driver Based Calc | Seasonality Curves | Seasonality Calc | Standard Currency | Help

In the first three tabs, decisions were made regarding the expense amounts and how they are calculated. In the *Expense Summary*, expense lines are consolidated from the detail level to facilitate planning and comparisons across departments. In the figure above, at the focus is “Forecast” expenses for the “Boston Sales” department.

In the figure below, the *Expense Summary* tab is re-oriented to show “Forecast” for “Total Salaries” across a number of different cost centers. Re-orientation is as simple as a dragging the “Cost Centers” drop-down box to the rows.

Help

Northeast Sales

Total Salaries

Forecast

	Jan-04	Feb-04	Mar-04	Apr-04	May-04	Jun-04	Jul-04	Aug-04	Sep-04	Oct-04	Nov-04	Dec-04	Total 2004
Boston Sales	56,566	70,708	77,779	70,708	77,779	84,850	84,850	98,991	91,920	98,991	98,991	106,062	1,018,196
New York Sales	106,062	106,062	98,991	106,062	106,062	113,133	113,133	120,204	120,204	127,275	127,275	134,345	1,378,807
Philadelphia Sales	77,779	77,779	70,708	70,708	56,566	56,566	56,566	49,496	49,496	49,496	49,496	42,425	707,081
Washington, D.C. Sales	0	0	0	0	0	0	0	0	0	0	0	0	0
Northeast Sales	240,407	254,549	247,478	247,478	240,407	254,549	254,549	268,691	261,620	275,761	275,761	282,832	3,104,084

The remaining tabs in this *Blueprint* were used to properly calculate or allocate expense. They may be left as read-only or hidden entirely from end-users. The fifth through eleventh tabs are used to drive calculations or where the actual calculations take place. User access is determined by the *Blueprints* administrator. Tabs 5 through 11 are included here for informational purposes only.

DRIVERS

Expense Baseline	Manual Entry	Expense Detail	Expense Summary	Drivers	Corporate Driver	Driver Based Rates	Driver Based Calc	Seasonality Curves	Seasonality Calc	Standard Currency	Help
<div> <div>Northeast Sales</div> <div>Boston Sales</div> <div>Forecast</div> </div>											
	Jan-04	Feb-04	Mar-04	Apr-04	May-04	Jun-04	Jul-04	Aug-04	Sep-04	Oct-04	
Headcount	8	10	11	10	11	12	12	14	13		
Revenue	380,886.318	666,551.057	666,551.057	285,664.739	333,275.528	333,275.528	476,107.898	761,772.637	856,994.216	476,107	
Square ft	3,033	3,033	3,033	3,033	3,033	3,033	3,033	3,033	3,033	3,033	3
Number of PC's	7	13	13	5	6	6	9	15	17		
# of Cell Phones	7	13	13	5	6	6	9	15	17		
# of Office Phones (65% of Headcount)	5.20	6.50	7.15	6.50	7.15	7.80	7.80	9.10	8.45		
# of Trip Nights	30	53	53	22	26	26	37	60	68		
# of Trip Days with Rental Car	21	38	38	16	19	19	27	44	49		
Salary	52,937.013	66,171.267	72,788.393	66,171.267	72,788.393	79,405.520	79,405.520	92,639.774	86,022.647	92,639	

Drivers are stored by month, cost center and version. They are used on the *Expense Detail* tab. The selection on the *Expense Detail* tab causes the appropriate driver to be linked over into the *Driver Based Calc* and then properly calculated in real-time.

CORPORATE DRIVER

Expense Summary	Drivers	Corporate Driver	Driver Based Rates	Driver Based Calc	Help
<div>Company Driver</div>					
Telephone (Cell Phone Costs)	# of Cell Phones				
Telephone (Office Phones Cost)	# of Office Phones (65% of Headcount)				
Travel & Entertainment (Cost for overnight trips)	# of Trip Nights				
Travel & Entertainment (Rental Car Costs)	# of Trip Days with Rental Car				

Certain drivers are determined centrally by finance or operations. No choice is offered to the user. *Corporate Drivers* feeds the *Driver Based Calc* tab.

DRIVER BASED RATES

Expense Baseline | Manual Entry | Expense Detail | Expense Summary | Drivers | Corporate Driver | Driver Based Rates | Driver Based Calc | Seasonality Curves | Seasonality Calc | Standard Currency | Help

Northeast Sales

Boston Sales

Forecast

Overtime

	Jan-04	Feb-04	Mar-04	Apr-04	May-04	Jun-04	Jul-04	Aug-04	Sep-04	Oct-04	Nov-04	Dec-04	Total 2004	Jan-05
Headcount	50	50	50	50	50	50	50	50	50	50	50	50	50	50
Revenue	0.005	0.005	0.005	0.005	0.005	0.005	0.005	0.005	0.005	0.005	0.005	0.005	0.060	0.005
Square ft														
Number of PC's														
# of Cell Phones														
# of Office Phones (65% of Headcount)	32.50	32.50	32.50	32.50	32.50	32.50	32.50	32.50	32.50	32.50	32.50	32.50	390.00	32.50
# of Trip Nights														
# of Trip Days with Rental Car														
Salary	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.420	0.035

Drivers Based Rates are stored by month, expense type, driver, version, and cost center. They are selected on the *Expense Detail* tab. The selection on the *Expense Detail* tab causes the appropriate rate to be linked over into *Driver Based Calc*.

DRIVER BASED CALC

Expense Baseline Manual Entry Expense Detail Expense Summary Drivers Corporate Driver Driver Based Rates Driver Based Calc Seasonality Curves Seasonality Calc Standard Currency Help													
Northeast Sales		Boston Sales		Forecast									
		Jan-04	Feb-04	Mar-04	Apr-04	May-04	Jun-04	Jul-04	Aug-04	Sep-04	Oct-04	Nov-04	Dec-04
Overtime	Volume	8	10	11	10	11	12	12	14	13	14	14	1!
	Rate	50.000	50.000	50.000	50.000	50.000	50.000	50.000	50.000	50.000	50.000	50.000	50.000
	Amount	400	500	550	500	550	600	600	700	650	700	700	750
Tuition Reimbursement	Volume	8	10	11	10	11	12	12	14	13	14	14	1!
	Rate	45.000	45.000	45.000	45.000	45.000	45.000	45.000	45.000	45.000	45.000	45.000	45.000
	Amount	360	450	495	450	495	540	540	630	585	630	630	675
Life	Volume	52.937	66.171	72.788	66.171	72.788	79.406	79.406	92.640	86.023	92.640	92.640	99.25
	Rate	0.015	0.015	0.015	0.015	0.015	0.015	0.015	0.015	0.015	0.015	0.015	0.015
	Amount	794	993	1,092	993	1,092	1,191	1,191	1,390	1,290	1,390	1,390	1,485
Dental	Volume	52.937	66.171	72.788	66.171	72.788	79.406	79.406	92.640	86.023	92.640	92.640	99.25
	Rate	0.030	0.030	0.030	0.030	0.030	0.030	0.030	0.030	0.030	0.030	0.030	0.030
	Amount	1,588	1,985	2,184	1,985	2,184	2,382	2,382	2,779	2,581	2,779	2,779	2,971
401k match	Volume	380.886	666.551	666.551	285.665	333.276	333.276	476.108	761.773	856.994	476.108	285.665	714.16
	Rate	0.025	0.025	0.025	0.025	0.025	0.025	0.025	0.025	0.025	0.025	0.025	0.025
	Amount	9,522	16,664	16,664	7,142	8,332	8,332	11,903	19,044	21,425	11,903	7,142	17,855
Office Supplies	Volume	8	10	11	10	11	12	12	14	13	14	14	1!
	Rate	15.000	15.000	15.000	15.000	15.000	15.000	15.000	15.000	15.000	15.000	15.000	15.000
	Amount	120	150	165	150	165	180	180	210	195	210	210	22!

Based upon the driver chosen on the *Expense Detail* tab, the appropriate driver (volume) and rate are linked to calculate the driver-based expense for that line item. The calculated expense is then linked back to the *Expense Detail* tab.

SEASONALITY CURVES

Expense Baseline Manual Entry Expense Detail Expense Summary Drivers Corporate Driver Driver Based Rates Driver Based Calc Seasonality Curves Seasonality Calc Standard Currency Help													
Forecast													
	Jan-04	Feb-04	Mar-04	Apr-04	May-04	Jun-04	Jul-04	Aug-04	Sep-04	Oct-04	Nov-04	Dec-04	Total 2004
Flat	0	0	0	0	0	0	0	0	0	0	0	0	0
4,4,5	4	4	5	4	4	5	4	4	5	4	4	5	52
Revenue Cycle	6.5%	6.5%	9.7%	12.9%	12.9%	9.7%	6.5%	3.2%	12.9%	9.7%	6.5%	3.2%	100.0%
Sales Cycle	5%	7%	10%	4%	6%	9%	6%	7%	12%	8%	10%	16%	100%
End of Quarter	0	0	1	0	0	1	0	0	1	0	0	1	4

The *Seasonality Curves* tab contains the profile information selected on the *Expense Detail* tab. Based upon the choice made, the appropriate profile is linked into the *Seasonality Calc* tab.

SEASONALITY CALC

Expense Baseline Manual Entry Expense Detail Expense Summary Drivers Corporate Driver Driver Based Rates Driver Based Calc Seasonality Curves Seasonality Calc Standard Currency															
															Help
Northeast Sales		Boston Sales		Forecast											
	Profile	Jan-04	Feb-04	Mar-04	Apr-04	May-04	Jun-04	Jul-04	Aug-04	Sep-04	Oct-04	Nov-04	Dec-04	Total 2004	Jan-05
Real Estate	4,4,5	3,923	3,923	4,904	3,923	3,923	4,904	3,923	3,923	4,904	3,923	3,923	4,904	51,000	4,39
Telephone (Excl Cell and desk)		1,373	1,373	1,373	1,373	1,373	1,373	1,373	1,373	1,373	1,373	1,373	1,373	16,480	1,41
Maintenance & Repairs	Revenue Cycle	839	839	1,258	1,677	1,677	1,258	839	419	1,677	1,258	839	419	13,000	87
Legal	Flat	569	569	569	569	569	569	569	569	569	569	569	569	6,825	59

The *Seasonality Calc* tab is where the dollar amounts calculated on the *Expense Baseline* tab are spread based upon a chosen profile. These profiled numbers are then linked back to the *Expense Detail* tab.

STANDARD CURRENCY

Driver Based Calc Seasonality Curves Seasonality Calc Standard Currency														
Help														
Japan Tax Germany Tax Brazil Tax														
Currency	JPY Japan (Yen)	Budget	Actuals											
Jan-04	120 640000	120 640000	120 640000											
Feb-04	119 050000	119 050000	119 050000											
Mar-04	118 440000	118 440000	118 440000											
Apr-04	118 820000	118 820000	118 820000											
May-04	120 220000	120 220000	120 220000											
Jun-04	119 520000	119 520000	119 520000											
Jul-04	119 180000	119 180000	119 180000											
Aug-04	120 090000	120 090000	120 090000											
Sep-04	138 248800	138 248800	138 248800											
Oct-04	139 304400	139 304400	139 304400											
Nov-04	138 248800	138 248800	138 248800											
Dec-04	139 304400	139 304400	139 304400											
Total 2004	139 304400	139 304400	139 304400											
Jan-05	120 640000	120 640000	120 640000											
Feb-05	119 050000	119 050000	119 050000											
Mar-05	118 440000	118 440000	118 440000											
Apr-05	118 820000	118 820000	118 820000											
May-05	120 220000	120 220000	120 220000											
Jun-05	119 520000	119 520000	119 520000											
Jul-05	119 180000	119 180000	119 180000											
Aug-05	120 090000	120 090000	120 090000											
Sep-05	138 248800	138 248800	138 248800											
Oct-05	139 304400	139 304400	139 304400											
Nov-05	138 248800	138 248800	138 248800											
Dec-05	139 304400	139 304400	139 304400											
Total 2005	139 304400	139 304400	139 304400											

Standard Currency is used to convert local currency to a corporate standard currency for comparative purposes. Above are three different views of the same tab. The “Japan” view would convert Yen to US dollars, the “Germany” view converts the *Deutch Mark* into US dollars, and the “Brazil” view converts the *Real* into US dollars. The blueprint may be easily converted to use any currency as the corporate standard.

**ABOUT THE COGNOS INNOVATION CENTER
FOR PERFORMANCE MANAGEMENT**

The Cognos Innovation Center is dedicated to transforming routine performance management practices into “next practices” that help cut costs, minimize risk, streamline processes, boost productivity, enable rapid response to opportunity, and increase management visibility.



THE NEXT LEVEL OF PERFORMANCE™