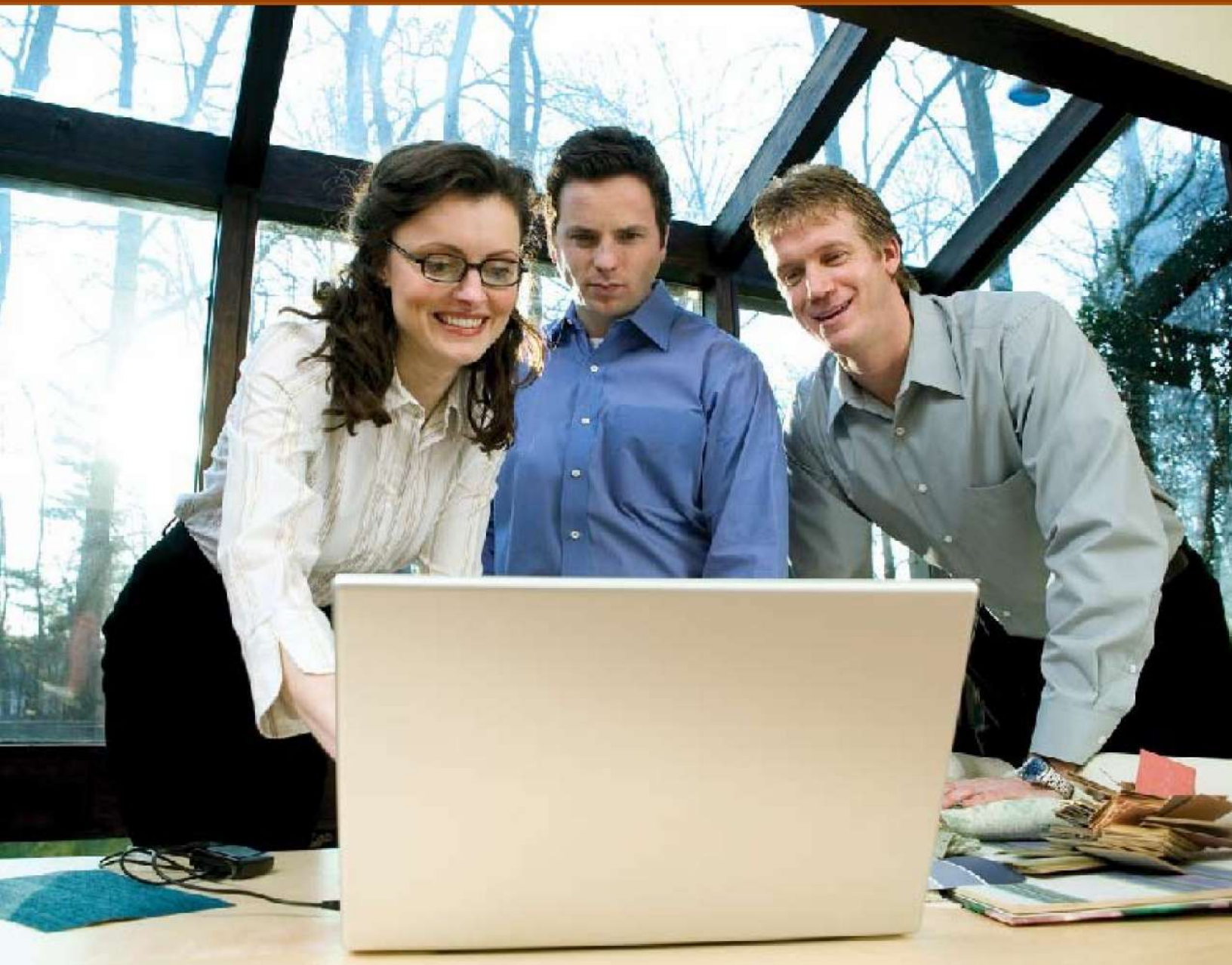


银行与金融服务业：
由 TM1 支持的成本透明绩效蓝图



该应用简报展示的是一个面向银行业、基于 Web 的规划和报告流程，此流程尤为注重成本透明，采用 IBM Cognos® TM1 9.5 和 IBM Cognos 8 BI 8.4。

支持提供重要银行业务功能的成本继续以每年超过 15% 的速度增长。这就导致银行需要承受在增加价值的同时降低支出的巨大压力，并最终生成账本底线。更糟糕的是，我们根本没有办法管理这些费用。

管理人员所需要的是能够清楚地说明各种技术成本动因并提供操作的可视性，这样他们就能够与银行业务管理人员进行合作来规划、预知和预测资产和相关成本的消费情况。通过实施成本透明，银行能够从根本上改变业务单元消耗资源的方式、降低总企业成本并重点关注交付实际商业价值的支出情况。

为实现成本动因的可视性以及财务透明、价值展示和度量带来的效率，银行需要一种更为严格的分析方法。*IBM Cognos 银行与金融服务业：由 TM1 支持的成本透明绩效蓝图*提供了这一方法。

IBM Cognos 绩效蓝图是预定义的数据、流程和策略模型，用于帮助各机构加速软件部署并促进快速投资回报。*由 TM1 支持的成本透明绩效蓝图*可以帮助银行：

- 获得成本动因和技术资源消耗的持续可视性
 - 加强技术和业务的合作关系
 - 帮助制定支持增长、取得最大投资回报并维持快速成本节约的决策

以下部分详细描述*由 TM1 支持的成本透明绩效蓝图*。该解决方案拥有以下重要组件：

- 使用 IBM Cognos 8 商业智能 (BI) 的报表、分析、仪表板和记分卡
- 使用 IBM Cognos 8 TM1 的规划和预测

商业智能

由 TMI 支持的成本透明绩效蓝图提供一个仪表板和报表的层次结构，一步步引导用户获得更深层次的理解。打开蓝图的商业智能门户视图，首先映入眼帘的是一幅高级图片。您可以定制蓝图，根据用户的安全级别、责任级别或安全责任级别提供视图。您还可以允许用户查看所有产品、产品线或单一责任区的收入报表，比如特定产品线、产品或组合。

首页：成本透明仪表板



成本透明仪表板可以快速提供大量信息。左上方的 Services View（服务视图）提供基于年度各月在线高峰和在线非高峰服务额的作业概述。Services View 报表下方的图表是 Business Unit Invoice（业务单元发票）报表，显示与预算分配相比各个业务单元是如何应用开发资金的。该页还包括一个 Top 10 Mainframe Activities（前 10 大型机作业）报表和一个 Resource View（资源视图），其中资源视图显示与所执行作业相关的 2009 Act/Fcst 报表的总费用百分比。此外，该页包括一个搜索引擎、管理报表和即席报表的各种链接以及一个 TM1 模型的启动链接。

Resource View

使用 Resource View (资源视图) 报表, 您可以确定“交叉”分析应包
括哪些指标和维度。

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)

使用 Services View (\$000's) 中的 Query Studio 分析, 您可以从成本透明数据模型中
拖放项, 来回答问题、分析数据以解决业务绩效问题。

Services View (\$000's)

Time	Finance Organization	101-Online Processing Peak	102-Online Processing Max Peak	103-Batch Processing Peak	104-Batch Processing Max Peak	105-DASD	106-Mainframe Tape Storage	109-To Be Assigned	110-One Time Event	111-Mainframe Security
2008 Actuals	Allocated On-Line	\$712	\$997	\$372	\$1,362	\$797	\$790	\$0	\$0	\$4,379
	40000006-PRODUCTION SERVICES & SUPPORT	\$710	\$994	\$372	\$1,359	\$795	\$758	\$0	\$0	\$0
	40000007-ENTERPRISE PLATFORM SERVICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,878
	40000008-DATA CENTER	\$2	\$2	\$1	\$3	\$2	\$2	\$0	\$0	\$0
	Total Services On-Line	\$2,262	\$3,168	\$1,170	\$4,273	\$2,088	\$1,969	\$212	\$1,977	\$8,602
	40000001-DATA SECURITY	\$0	\$0	\$0	\$0	\$0	\$0	\$212	\$0	\$3,691
	40000002-IMPLEMENTATION AND INTEGRATION SVCS	\$94	\$132	\$47	\$173	\$110	\$110	\$0	\$0	\$32
	40000003-DATA ENTRY	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,977
	40000004-MAINFRAME SYSTEM SERVICES	\$1,102	\$1,540	\$571	\$2,082	\$822	\$770	\$0	\$0	\$0
	40000005-COMPUTER OPERATIONS	\$354	\$496	\$180	\$656	\$338	\$328	\$0	\$0	\$0
2009 Act/Fcst	Allocated On-Line	\$747	\$1,046	\$394	\$1,450	\$837	\$798	\$0	\$0	\$1,122
	40000006-PRODUCTION SERVICES & SUPPORT	\$745	\$1,044	\$391	\$1,446	\$835	\$796	\$0	\$0	\$0
	40000007-ENTERPRISE PLATFORM SERVICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,122
	40000008-DATA CENTER	\$2	\$2	\$1	\$3	\$2	\$2	\$0	\$0	\$0
	Total Services On-Line	\$2,376	\$3,328	\$1,229	\$4,487	\$2,171	\$2,057	\$222	\$2,075	\$9,022
	40000001-DATA SECURITY	\$0	\$0	\$0	\$0	\$0	\$0	\$222	\$0	\$3,876
	40000002-IMPLEMENTATION AND INTEGRATION SVCS	\$99	\$138	\$50	\$181	\$118	\$118	\$0	\$0	\$34

由 TM1 支持的成本透明蓝图的应用

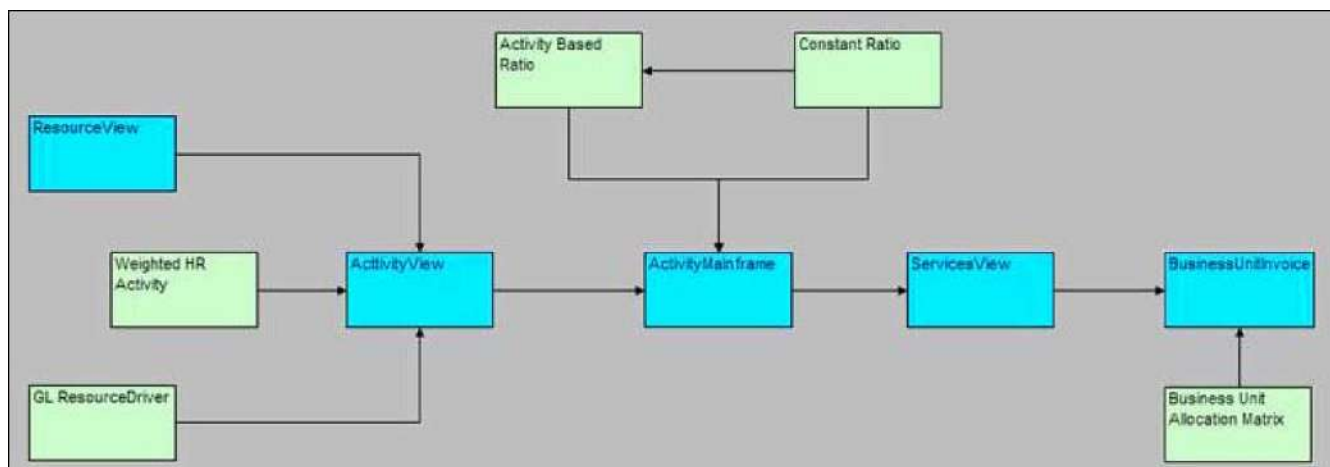
绩效管理系统使我们易于清楚说明目标并根据目标进行估量、跟踪并获得绩效反馈。由 TM1 支持的成本透明蓝图是基于同类最佳的规划流程和技术的整合解决方案，具有以下属性：

- 基于动因的成本计算
- 建模灵活性
- 高参与性
- 自上而下/自下而上对账

通过该蓝图，银行和业务线管理人员可以接收重要的成本透明信息和分析，帮他们降低成本、展示各单元增加的业务价值并确定绩效。

它支持的重要作业包括报表、分析和数据。就报表而言，它根据需求提供按照月度和季度编制的一套报表。它还执行即席报表以支持分析、重新预测和预算流程并更新报表。就分析而言，它开发并交付标准的作业基础管理（ABM）分析，并支持即席率和数量分析、预算和规划流程以及重新预测流程和分析。蓝图支持的数据作业包括管理和更新数据模型和 ETL 组件、检查数据质量和报告数据错误。

下表显示的是贯穿 蓝图的工作和信息流程。绿色方框表示可以编辑的数据输入荧光屏；蓝色方框表示不能进行编辑的荧光屏。



为了方便比较，该模型是基于时间和版本的。它包括 蓝图 上一年度 2008 年的年度实际数据、包含 8 个月实际数据和 4 个月预测数据的本年度数据、表示本年度预算的 2009 年预算数据以及 2010 年年度预测数据。

模型中的 5 个主要选项卡 ResourceView、ActivityView、Activity Mainframe、ServicesView 和 BusinessUnit Invoice 与最顶层的选项卡完全一致。他们是相同数据的不同表现。

ResourceView

蓝图的第一个选项卡是 **ResourceView**。预测和预算流程就是从这里开始。这里也是生产流程期间发生成本的地方。服务机构将这些成本视为运营费用。您可以调整栅格的方向来查看视图。

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

您可以通过不同的方式查看该选项卡：对于整个服务组织，您可以根据报表查看，而对于您选择的需要重点关注的运营费用，则可以根据服务组织查看。

Rowset:	2008 Actuals	2009 Act/Fcst	2009 Actuals Jan	2009 Actuals Feb	2009 Actuals	2009 Actuals	2009 Actuals
Total Services Org Units	25,276,448.26	26,540,270.67	1,990,520.30	2,043,600.84	2,468,700.00		
4000001-DATA SECURITY	3,478,907.90	3,652,853.30	273,964.00	281,269.70			
4000002-IMPLEMENTATION AND INTEGRATION SVCS	699,697.00	734,681.85	55,101.14	56,570.50			
4000003-DATA ENTRY	1,976,578.00	2,075,406.90	155,655.52	159,806.33			
4000004-MAINFRAME SYSTEM SERVICES	6,890,643.00	7,235,175.15	542,638.14	557,108.49			
4000005-COMPUTER OPERATIONS	2,352,579.32	2,470,208.29	185,265.62	190,206.04			
4000006-PRODUCTION SERVICES & SUPPORT	4,987,689.90	5,237,074.40	392,780.58	403,254.73			
4000007-ENTERPRISE PLATFORM SERVICES	4,878,097.89	5,122,002.78	384,150.21	394,394.21			
4000008-DATA CENTER	12,255.25	12,868.01	965.10	990.84			

以下视图将服务组织加入到运营费用维度中并压缩了时间维，这样我们就可以看到年度数额。

	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	2,352,578.00
101-Online Processing Peak	2,262,077.94	0.00	94,489.27	0.00	1,101,686.12	354,741.55
102-Online Processing Non Peak	3,167,894.76	0.00	132,391.74	0.00	1,542,804.85	496,098.17
103-Batch Processing Peak	1,170,433.08	0.00	47,378.09	0.00	570,557.64	179,547.35
104-Batch Processing Non Peak	4,273,203.92	0.00	172,829.95	0.00	2,083,166.79	655,527.18
105-DASD	2,068,038.51	0.00	110,104.02	0.00	821,984.80	338,951.69
106-Mainframe Tape Storage	1,968,816.36	0.00	110,104.02	0.00	770,442.79	328,208.55
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

在整个应用程序中，灰色字段是不能进行编辑的，它们要么是锁定的历史数据、从其它选项卡中链接的数据，要么就是根据输入到白色（或可编辑）区域中的信息计算出来的项。当我们对这些字段进行变更后，字段以及变更涉及的任何单元都显示为蓝色。对特定选项卡所做的变更将影响后面的、与该选项卡有联系的选项卡。

ActivityView

蓝图的第二个选项卡是 **ActivityView**，它通过作业分解资源视图中发生的成本。

资源是根据 GL ResourceDriver中的资源定义（动因）或是根据重要的员工配置文件进行分离或分配的。Weighted HR Activity选项卡中含有流程中涉及的个人的用时和薪资信息，这些信息是分配合适资源的依据。所有的资源都是根据以下两个示图中显示的两种方法中的一种进行分配的。

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 (Hierarchy) Mainframe (Domains) Total Services Org Units (ServiceOrganizationalUnits) Total Operational Expenses (OperationalExpenses)

	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	819,565.47	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 (Hierarchy) Mainframe (Domains) 2008 Actuals (Versions-Time) 40000004-MAD-FRAME SYSTEM SERVICES (ServiceOrganizationalUnits)

	Total Operational Expenses	Communications & Desktop	Employee Base Compensation and Other	Employee Taxes & Benefits	Equipment Depreciation	GGG
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

蓝图的第三个选项卡是 **Activity Mainframe**，在从作业基础视图向服务视图转移的过程中，大部分工作都是在该选项卡中完成的。该多维数据集的规则被分割成多个小节以描述处理中的服务和类型。应用分配的目的地是：

- 所有服务的大型机产品动因
- 所有服务的大型机维护
- 所有服务的大型机维护更改任务单
- 为 DASD 和大型机磁带存储直接指派的项

一次性事件、为大型机安全性直接指派的项以及与“被指派”服务相关的项都是直接从 ActivityView 选项卡中映射而来。正如蓝图中的多数多维数据集一样，该多维数据集是经过销零处理的。因此，如果没有使用一个作业或一项服务，该作业或服务不会出现。如果在随后的流程中该项的数据可用，那么它将会出现在视图中。

	Total Business	101-Online Processing Peak	102-Online Processing Non Peak	103-Batch Processing Peak	104-Batch Processing Non Peak	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	244610.63	244610.63
1.1 Develop Financial Management Framework	482,345.01	68321.28	95676.03	34222.38	12495.147	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
2.1 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
6 Planning, Architecture and Engineering	1,164,197.62	164901.61	230925.58	82599.82	301585.39	192092.61	192092.61
6.2 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	43693.43	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

Services View

蓝图的第四个选项卡是 ServicesView，它是使用作业动因开发而来的。它使用的信息来自于两个多维数据集。Activity Based Ratio（作业基础比率）中含有每一种动因作业类型的批次峰值和非峰值、在线峰值和非峰值 DASD 和磁带存储信息。

Constant Ratio（固定比率）中含有根据动因作业名称不会发生变化的比率和变更故障单比率。此信息被拖入 Activity Mainframe 中。两种不同的比率多维数据集被用作特定服务账户的特定服务分配某些作业的依据（参见 Activity Mainframe）。然后，信息从 Activity Mainframe 移至 ServicesView 选项卡中。ServicesView 选项卡引入各种应用的维度。在我们的模型中，我们有 App1、App2 和 Total Apps。我们将对这一维度进行更改以适应终端用户的需求。下图是服务视图（按照组织排列服务）。

Business Unit Allocation Matrix						
Rows:	Columns:	Context:				
Services (Services)	ServicesOrganizationalUnits (ServicesOrganizationalUnits)	Business Analyst (Business Analyst)	Total Applications (Total Applications)	2008 Actuals (Resource-Time)		
	Total Services Org Units	4000001-DATA SECURITY	4000002-IMPLEMENTATION AND INTEGRATION SYS	4000003-DATA ENTRY	4000004-MAINFRAME SYSTEM SERVICES	4000005-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

下图显示的是带有时间维度的视图。

	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

蓝图的第五个选项卡是 **BusinessUnitInvoice**，它根据服务的使用情况将服务视图指派到各个业务单元中。该使用基础维持在一个业务单元分配矩阵中。如需要，该选项卡可用于为特定业务单元生成进销帐。

下图显示的是所有业务单元。

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)

下图显示的是一个具体的业务单元，这里是电子商务。

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	1,969,122.74	1,417,788.88	1,506,255.01	1,478,868.56

GL ResourceDriver

蓝图的第六个选项卡是 **GL ResourceDriver**，它含有确定资源动因账户与所有作业的关系的信息（按照各项运营费用的财务组织排列）它用作资源视图中数据分配的基础，该资源视图不是基于加权员工配置文件的。

Resource Driver Accounts	Total Operational Expenses	Communications & Desktop	Employee B	Total Activities	Total Services Org Units	Incentive/Consultant Awards
Total Resource Driver Accounts	88.00000	8.00000				
1-10003601-Communications & Desktop	1.00000	1.00000		1.1 Develop Financial Management Framework	8.00000	8.00000
1-10003601-Employee Base Compensation and Other	1.00000	0.00000		1.2 Prioritize Within IT Budget	0.00000	0.00000
1-10003601-Employee Taxes & Benefits	1.00000	0.00000		1.3 Budget, Plan and Forecast	0.00000	0.00000
1-10003601-Equipment Depreciation	1.00000	0.00000		1.4 Support Appropriate Cost Allocations	0.00000	0.00000
1-10003601-GDS	1.00000	0.00000		1.6 Report Financial Information	0.00000	0.00000
1-10003601-Incentive Compensation & Awards	1.00000	0.00000		2.1 Perform Vendor / Service Provider Assessments	0.00000	0.00000
1-10003601-Lease,Maint,Equip Expense	1.00000	0.00000		2.2 Perform Vendor Management	1.00000	0.00000
1-10003601-Non-Employee Compensation	1.00000	0.00000		2.3 Audit Vendor Invoices	0.00000	1.00000
1-10003601-Occupancy Expense	1.00000	0.00000		2.4 Perform and Manage Procurement Functions	0.00000	0.00000
1-10003601-Other Expense	1.00000	0.00000		3.1 Develop IT Continuity Framework	0.00000	0.00000
1-10003601-Professional Fees	1.00000	0.00000		3.2 Maintain Continuity Program	0.00000	0.00000
1-10003615-Communications & Desktop	1.00000	1.00000		4.1 Manage Hardware Inventory and Assets	0.00000	0.00000
1-10003615-Employee Base Compensation and Other	1.00000	0.00000		4.3 Perform Software License Management and Compl	0.00000	0.00000
1-10003615-Employee Taxes & Benefits	1.00000	0.00000		5.1 Align Business Goals to IT Goals	0.00000	0.00000
1-10003615-Equipment Depreciation	1.00000	0.00000		6.2 Build an IT Strategic and Tactical Plan	0.00000	0.00000
1-10003615-GDS	1.00000	0.00000		6.3 Manage IT Portfolio	0.00000	0.00000
1-10003615-Incentive Compensation & Awards	1.00000	0.00000		6.4 Develop and Manage Software and Infrastructure	0.00000	0.00000
1-10003615-Lease,Maint,Equip Expense	1.00000	0.00000		6.5 Develop reference architecture	1.00000	0.00000
1-10003615-Non-Employee Compensation	1.00000	0.00000		6.6 Perform engineering services	0.00000	1.00000
1-10003615-Occupancy Expense	1.00000	0.00000		7.1 Provision Service Levels	0.00000	0.00000
				7.2 Establish Service Levels	0.00000	0.00000
				8.1 Release Applications	0.00000	0.00000
				8.2 Patch Management	0.00000	0.00000
				9.1 Perform technical development work	0.00000	0.00000
				10.1 Plan Capacity	0.00000	0.00000

Weighted HR Activity

蓝图的第七个选项卡是 **Weighted HR Activity**，它包含各项作业按职称排列的薪资、员工数和时间使用信息。该信息用作 ResourcesView 选项卡中数据分配的基础，基于流程中员工的工作，该选项卡被分配到作业视图中。

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 features a grid with columns for Dollars, BU Percentage, Headcount, Weighting in dollars, and Allocated Base. The rows are categorized by service activities, including Financial Management, Vendor and Procurement Management, IT Service Continuity, Asset and Inventory Management, and Quality Management. To the right of the table is a 'Total Job Titles' list, which includes roles such as Admin Assistant, Business Analyst-Sr-L5, 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, and Technology Supervisor III.

	Dollars	BU Percentage	Headcount	Weighting in dollars	Allocated Base
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 Compl	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	103.49	0.00

Activity Based Ratio

蓝图的第八个选项卡是 **Activity Based Ratio**，它在作业视图信息转化为服务视图信息的流程中使用。它含有确定如何通过服务分解服务作业的数据。该数据按照动因类型进行维护。下图是 Mainframe Processing 的细分情况。

Service Activities	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

Constant Ratio选项卡包含在将作业视图数据分配到 ServicesView 选项卡中时使用的比率，此时分配与动因类型或服务作业无关。该比率按照 Activity Mainframe 多维数据集中的规则加以使用。

Rows:

Peak-OffPeakRatios
[Peak-OffPeakRatios]

	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

蓝图的第十个也是最后一个选项卡是 **Business Unit Allocation Matrix**，它包含将服务视图数据转换到 BusinessUnitInvoice 选项卡的基础或分配模式。

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	

关于 IBM Cognos 绩效管理创新中心

IBM Cognos 创新中心成立于北美洲和欧洲，旨在促进对可靠规划和绩效管理方法、技术和实践的理解。创新中心致力于将日常绩效管理实践转化为“后续实践”，帮助公司：

- 削减成本
- 精简流程
- 提高生产力
- 实现对机会的快速响应
- 改善管理可视性

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