HOPEX PORTFOLIO & PLANNING

User Guide

HOPEX V2

INTRODUCTION

HOPEX Portfolio & Planningis a tool edited by **MEGA International** to assist:

- ✓ Decision-makers in their choice of actions to be undertaken to achieve enterprise strategic objectives.
- ✓ Management in the follow-up of actions implemented to manage changes within the enterprise.

HOPEX Portfolio & Planning has been designed to enable:

- ✓ Definition of the content of portfolios of the enterprise and of its departments in terms of initiatives or initiative groups.
- ✓ Understanding, classification, balancing and planning of portfolio initiatives.
- ✓ Updating of the state of initiatives in a portfolio reflecting the implementation of associated programs.
- ✓ Creation of one or several master plans.
- ✓ Generation of comparison reports at functional, application and technical levels.
- ✓ Use these reports to select master plans corresponding closest to business function expectations;
- ✓ Set up implementation projects based on formalized methods and synchronize these with selected master plans.
- ✓ Generation of analysis reports on these projects: monitoring of suitability of projects related to master plans, action plans (roadmaps).

The purpose of this guide is therefore to present how to make best use of these functionalities for the successful evolution of your information system.

OVERVIEW OF HOPEX PORTFOLIO & PLANNING

Modeling with HOPEX Portfolio & Planning

By means of portfolio management, **HOPEX Portfolio & Planning** enables planning over time of development of information systems, organizations and more generally all enterprise architecture.

Depending on the HOPEX Suite products you have available, different object types can be described in enterprise portfolios.

Describing and Analyzing Portfolios

You can define contents of a portfolio directly from its diagram. This offers many advantages:

- Each initiative can be defined simply and rapidly. The icon of the object with which the initiative is associated appears in the diagram.
- Initiatives relating to the same program can be assembled in an initiative group.
- Dependency links between initiatives can be represented graphically.

HOPEX Portfolio & Planning compares your initiatives on standard criteria such as costs, benefits or risks. You can also define criteria specific to your context.

Reports dedicated to portfolios allow you to create charts enabling analysis of portfolios on different comparison criteria you have defined.

Analysis reports can be grouped in a **HOPEX** book or integrated in an Internet site.

☺ *You can modify the form of reports generated with **HOPEX Portfolio & Planning** and create new ones. (See chapter "Using Books" in the **HOPEX Common Features** guide).*

Developing portfolios

Objects of your enterprise, such as applications or processes, will without doubt develop. So that representation of your organization remains updated, your models will be modified.

Used with other **HOPEX** Suite products, **HOPEX Portfolio & Planning** allows you to plan and follow up these developments which are transferred to all processes in which the elements concerned intervene.

- You can quickly access objects of which development is planned.
- You can transfer the impacts of development of a process to other programs in which this element appears.
- You can regenerate all reports in which this object is involved.

This user guide is designed to help you quickly discover the main functionalities of **HOPEX Portfolio & Planning** and how to use them.

Connect to the solution and learn about the desktop

Web Front-End

The HOPEX Common Features guide, chapter "The HOPEX Web Front-End Desktop".

Windows Front-End

The HOPEX Common Features guide, chapter "The HOPEX Web Windows Desktop".

PRESENTATION OF THIS GUIDE

Guide Structure

This guide presents how to make make best use of **HOPEX Portfolio & Planning** to plan strategic projects to be managed in your enterprise.

The **HOPEX Portfolio & Planning** guide comprises the following chapters:

- "Describing a Portfolio", page 7, explains how to create and update portfolio components.
- "Analyzing Portfolios", page 25, presents reports proposed by **HOPEX Portfolio & Planning** to simplify analysis of portfolio components.
- "Describing a Master Plan", page 39, explains how to make best use of information defined in a master plan.
- "Advanced Modeling of Portfolio Objects", page 35, presents advanced functionalities of **HOPEX Portfolio & Planning** for modeling different development scenarios of objects and their costs
- "Glossary", page 65: summarizes definitions of the main concepts used in **HOPEX Portfolio & Planning**.

Additional Resources

This guide is supplemented by:

- **HOPEX Common Features** guide describes the basic functions common to **HOPEX** products and solutions.

  ☛ *It can be useful to consult this guide for a general presentation of the interface.*

- The **HOPEX Assessment** guide, which describes the functions proposed by **HOPEX** to use and customize assessment questionnaires.
- the **HOPEX Power Supervisor** administration guide.
- More advanced technical functions are described in the **HOPEX Power Studio** guide.

Conventions Used in the Guide

Styles and formatting

Remark on the preceding points.

Definition of terms used.

A tip that may simplify things.

Compatibility with previous versions.

Things you must not do.

Very important remark to avoid errors during an operation.

Commands are presented as seen here: **File > Open**.

Names of products and technical modules are presented in bold as seen here: **HOPEX**.

DESCRIBING A PORTFOLIO

Creating a *portfolio* with **HOPEX Portfolio & Planning** allows you to define all the information that will then enable you to select *initiatives* to be implemented.

> 🕮 *A portfolio enables representation of all investments of an enterprise (or department) necessary to carry out changes required to achieve strategic objectives. It comprises a set of initiatives to be compared based on comparison criteria associated with the portfolio.*
>
> 🕮 *An initiative is a portfolio element corresponding to an investment program identified by the enterprise (or department) to achieve strategic objectives.*

You will begin by:

- ✓ "Creating a Portfolio", page 8
- ✓ "Defining Criteria", page 11
- ✓ "Defining Initiatives", page 19

CREATING A PORTFOLIO

Creating a *portfolio* consists of defining *initiatives*, comparison criteria and timelines relating to the portfolio.

> 🕮 *A portfolio enables representation of all investments of an enterprise (or department) necessary to carry out changes required to achieve strategic objectives. It comprises a set of initiatives to be compared based on comparison criteria associated with the portfolio.*
>
> 🕮 *An initiative is a portfolio element corresponding to an investment program identified by the enterprise (or department) to achieve strategic objectives.*

To create a portfolio:

1. [Windows Front-End] Expand the **Main Objects** navigation tree.

   ☛ *If this tree is not displayed, select **View** > **Navigation Windows** > **Main Objects**.*
2. [Web Front-End] Click on the **Repository** navigation window then on **Main Objects**.
3. Right-click the **Portfolio** folder and select **New** > **Portfolio**.
4. In the dialog box that appears, indicate the name of the portfolio.
5. Indicate the owner library if required.
   By default, the portfolio is connected to the reference *library*.

   🕮 *Libraries are collections of objects used to split MEGA repository content into several independent parts. They allow creation of virtual partitions of the repository. In particular, two objects owned by different libraries can have the same name.*
6. Click **OK**.

Creating a Sub-Portfolio

To be able to closely study development hypotheses, you can divide a portfolio into sub-portfolios, each subject to different scenarios.

To create a sub-portfolio:

1. Right-click the portfolio that interests you and select **New** > **Portfolio**.
2. In the dialog box that appears, indicate the name of the portfolio.
3. Click **OK**.

   ☛ *If a scenario is associated with a main portfolio, it is not inherited by the sub-portfolio.*

   ☛ *You can create sub-portfolios from an initiative group. For more details, see "Creating an Initiative Group", page 20.*

Propagating Criteria

The **Propagate Criteria** command available on a portfolio with sub-portfolios enables addition of parent portfolio criteria to sub-portfolio criteria.

> ☛ *For more information on portfolio criteria, see "Defining Criteria", page 11.*

Creating a Portfolio Diagram

The portfolio diagram enables representation of portfolio contents.

The procedure varies slightly depending on whether you are in Windows Front-End or Web Front-End.

Windows Front-End

To create a portfolio diagram:

1. Right-click the portfolio name and select **New > Diagram**.
2. In the dialog box that appears, select **Portfolio Diagram**, confirm that the **Diagram initialization** check box is selected, and click the **Create** button.
   The portfolio diagram window appears containing the portfolio.

   ☛ *The sub-portfolios and their contents do not appear in portfolio diagrams.*

Web Front-End

To create a portfolio diagram:

- Right-click the portfolio name and select **New > Diagram**.

Viewing and Updating Portfolio Contents

All elements of a portfolio are accessible from the different pages of its properties dialog box.

To access the properties dialog box of a portfolio:

- Right-click the portfolio and select **Properties**.

Defining Inventory Portfolio Content

All elements of a portfolio are accessible from its properties pages.

- **Identification**: name, portfolio type, study dates, comment.
- **sub-portfolios** : see "Creating a Sub-Portfolio", page 8.
- **Portfolio Criteria**: see "Defining Criteria", page 11
- **Timeline**: see "Using Timelines", page 17.
- **inventory**: This page enables listing of portfolio applications and evaluation of their criticality. See "Evaluating Application Criticality", page 56.
- **Evaluation**: This page enables definition of values of *criteria* associated with applications. See "Assessing Initiatives", page 22.

  A criterion is a reference element used to compare initiatives in a portfolio. Criterion values can be predefined.
- **Report:** enables creation of analysis reports on the portfolio. See "Accessing HOPEX Portfolio & Planning Analysis Reports", page 26.

DEFINING CRITERIA

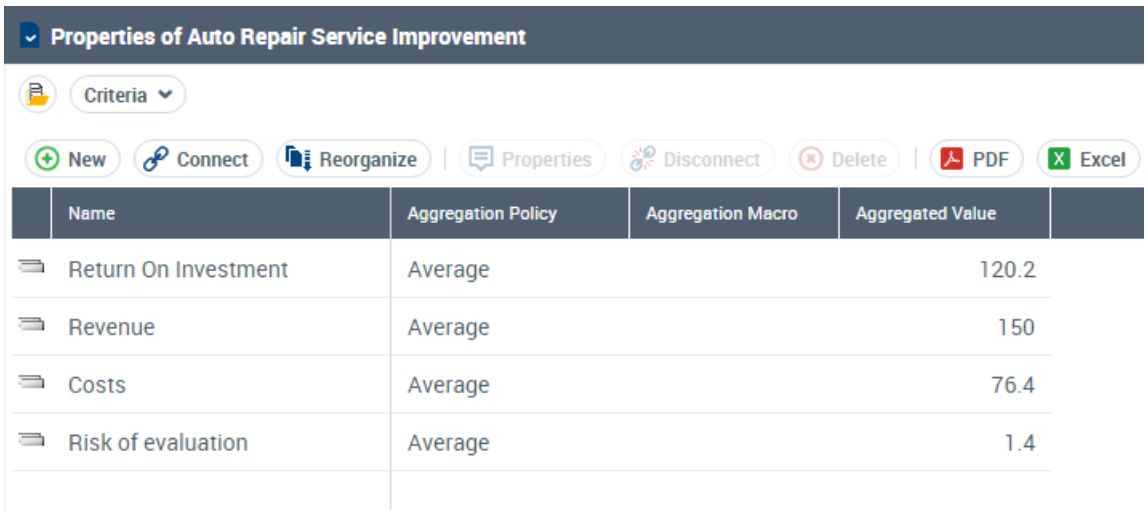
You can compare initiatives defined in a portfolio based on common *criteria* associated with the portfolio.

> 🕮 *A criterion is a reference element used to compare initiatives in a portfolio. Criterion values can be predefined.*

To view criteria associated with a portfolio:

- Open the portfolio properties dialog box and display the **Criteria** page.

Example (Web Front-End)




```
In the example above, criteria essentially relate to
financial aspects.
```

To define portfolio criteria, you can:

- Use criteria already existing in the repository.
- Create new criteria and associated values.

> ☛ *Criteria are defined from the MetaClass (object type)* ***TaggedValue****. Certain dialog boxes use this term rather than* ***Criterion****.*

Using standard criteria

To define criteria for comparison of initiatives of a portfolio using existing criteria:

1. Open the properties dialog box of the portfolio.
2. In the **Criteria** page, click the **Connect** button.
   The **Select Query** dialog box opens.

3. Click **Criterion for Assessment**.
   The list of criteria already defined is displayed in a **Selection of Object of TaggedValue Type** dialog box.

   ☛ *If you click **Others**, the Query dialog box opens. Select the **Registered Queries** tab to access queries that are a function of the portfolio.*
4. Select the criteria that interest you.
5. Click **OK**.
   Selected criteria appear in the portfolio properties dialog box.

Using Existing Criteria

Standard criteria are proposed to process costs modeled on objects and initiatives.

☛ *For more details on modeling of costs, see "Costs Modeling Principle", page 37.*

☛ *For more details on initiative modeling of costs, see "Modeling Initiative Costs", page 22.*

Standard criteria enabling analysis of costs declared on initiatives as a function of their **type** and **nature** are the following:

- For **type**:
  - Capital expenses
  - Operating expenses
- For **nature**:
  - Infrastructure costs
  - Software licenses costs
  - Manpower costs
  - Service costs

The names of standard criteria enabling analysis of costs declared on objects carry the extension "Reference", for example "Reference Costs".

Given that certain criteria are automatically calculated, they cannot be modified from the **Initiatives** tab or the **Assessment** subtab of the portfolio.

☛ *For more details, see "Assessing Initiatives", page 22.*

Creating a New Criterion

To create new criteria for portfolio application comparison:

1. Open the properties pages of the portfolio and select **Characteristics**.
2. In the characteristics, expand the **Portfolio Criteria** section.
3. In the section, click the **New** button.
   The TaggedValue (criterion) creation dialog box opens.
4. Indicate the name of the site and click **OK**.
   The new criterion appears in the list of portfolio criteria.

Defining criterion format

Specification of type and format of a criterion (or **TaggedValue**) is identical to that of a **MetaAttribute**. For more details on declaration of criterion format, see chapter "MetaAttributes" of the **Studio** guide.

To define characteristics of a criterion:

1. Select the criterion and click **Property**.
2. Click **Characteristics**.
3. In the **MetaAttribute Type** field, indicate the type that will take the criterion values.

MetaAttribute Type	Meaning
String	Alphanumeric, the value of the MetaAttribute Length attribute should then be specified
DateTime	Date
VarChar	ASCII text
VarBinary	Binary text (reserved)
Boolean	Boolean (0 or 1)
Short	Integer (0-65535)
Long	Integer (0- 4294967295)
Binary	Binary (reserved)
Double	Integer (0- 18446744073709551616)
Float	Floating number

4. In the **MetaAttribute Format** field, indicate the Format that will take the criterion values. Possible values are:
   - **Standard**: for character strings
   - **Currency**: for currencies
   - **Enumeration**: for a list of character strings with predefined values
   - **Enumeration (Opened)**: for a list of character strings open to the user
   - **Duration**: for dates
   - **Percent** : to enter a percentage
   - **Double** : to enter a number
   - **Object** : to enter an object
   - **Signed Number** : to enter a number possibly negative. In this case, **MetaAttribute Type** must be **Short**, **Long**, **Double** or **Float**.

   ☺ *The following formats are recognized in analysis reports: **Standard**, **Enumeration** and **Signed Number.***
5. Click **OK**.

To define values associated with a criterion of **Enumeration** format:

1. Open the properties pages of the criterion.
2. Select **External Values**.
3. Click the **New** to create new values.

Defining Criterion Aggregation Rules

Aggregation of a criterion enables definition of calculation rules that will be applied to application values to obtain the criterion value on a portfolio. In this way you can compare portfolios.

To define criterion aggregation rules:

1. Open the properties pages of the criterion.
2. Select the **Characteristics** page.

Aggregation policies proposed as standard are:

- **Minimum**
- **Maximum**
- **Average**
- **Sum**

> For example, the Cost criterion associated with a portfolio can be obtained by calculating the average cost of initiatives making up the portfolio, or the sum of costs of each of the elements.

To fix more specific aggregation rules, the aggregation policy can be defined by a **Macro**. The name of the macro is defined in the **Aggregation Macro** column.

> ☛ *For more information on **Macros** in **HOPEX**, see the guide **All about starting with APIs**.*

The result of aggregation of different criteria is accessible in the **Aggregation Value** column.

Evaluating Portfolio objects

Objects connected to Portfolio initiatives are assessed related to different portfolio criteria.

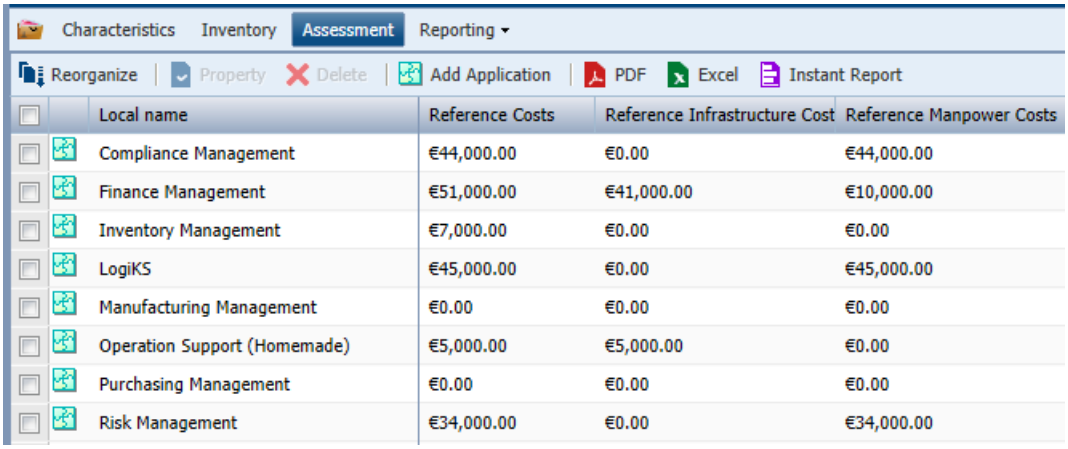
> ☛ *Standard criteria relating to costs are automatically calculated, they cannot therefore be modified in this tab. For more details on these criteria, see "Using Existing Criteria", page 12.*

Accessing objects to be evaluated

To access evaluations of all portfolio objects:

1. Open the properties pages of the portfolio.
2. Display the **Initiative > Assessment** page.
   The matrix for assessment of all objects connected to portfolio initiatives according to different criteria is displayed.

3. To define a criterion value on an application, such as a cost, select the application concerned and click in the criterion column.



Local name	Reference Costs	Reference Infrastructure Cost	Reference Manpower Costs
Compliance Management	€44,000.00	€0.00	€44,000.00
Finance Management	€51,000.00	€41,000.00	€10,000.00
Inventory Management	€7,000.00	€0.00	€0.00
LogiKS	€45,000.00	€0.00	€45,000.00
Manufacturing Management	€0.00	€0.00	€0.00
Operation Support (Homemade)	€5,000.00	€5,000.00	€0.00
Purchasing Management	€0.00	€0.00	€0.00
Risk Management	€34,000.00	€0.00	€34,000.00

Generating a PDF or Excel evaluation data file

The **PDF** and **Excel** allow you to generate PDF and Excel files of evaluation results.

☛ *For reasons of readability, the PDF file contains a maximum 12 columns.*

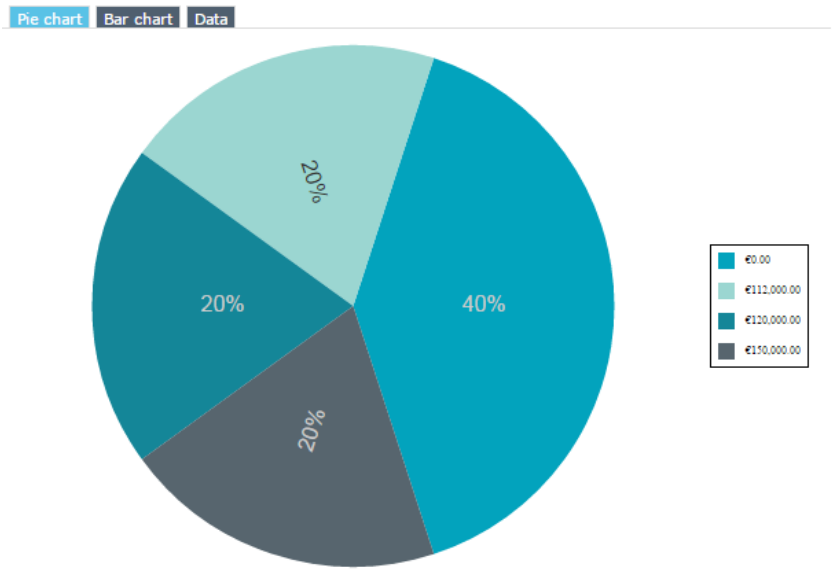
Generating an instant report on evaluation data

Instant reports allow you to carry out drill-down analysis on evaluated objects. They provide greater detail depending on specific analysis perspectives (quantitative, time, etc.).

To generate an instant report on a list of evaluated applications:

1. In the list of applications, select those to be analyzed.
   If you do not select an application, by default the report covers all applications.
2. Click **Instant Report**.
3. Select the required analysis type, for example "Breakdown".
4. Click **OK**.

5. In the list of possible grouping criteria, select "Risk of implementation". For all selected applications, you obtain the breakdown of implementation risks according to their level (low risk, high risk, etc.).



☛ *For more information on instant reports, see the paragraph "Running instant reports on a list of objects" in the chapter "Generating Documentation" of the* ***HOPEX Common Features*** *guide.*

USING TIMELINES

The analysis phase of portfolio applications is based on *timelines*.

> 🕮 *A timeline presents key timespots of the organization from fixed dates or defined periods.*

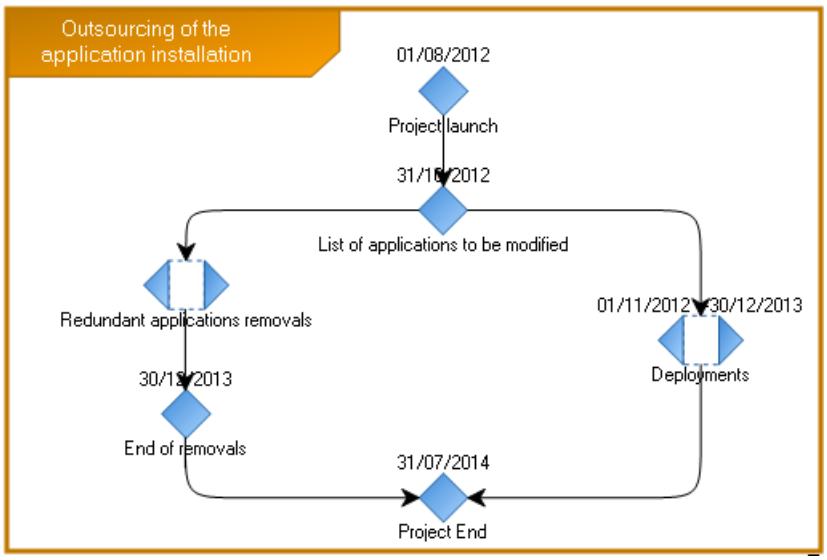
A timeline is an object specific to the enterprise and can be referenced by portfolios or master plans.

To view timelines associated with a portfolio:

1. Open the properties pages of the portfolio.
2. Click the **Reference timeline** tab.

This section is in two parts:

- Reference timeline: indicates a global calendar showing a certain number of timespots over a given time period. You can define a new timeline or connect an existing timeline.
- Owned timeline: corresponds to timeline milestones; milestones appear when you select a timeline in the upper part.



The above example presents a timeline for the upgrade of application assets. Phases of deletion of obsolete applications are synchronized with phases of deployment of new applications.

Creating a timeline

To create a timeline:

1. In the first frame of the **Reference timeline** section, select **New**.
   The **Timeline creation** dialog box appears.

2. Enter the name of the timeline.
3. Click **OK**.
   The timeline is created and added to the list of portfolio timelines.

Defining timespots

The **Timeline diagram** allows you to define the different key events that make up the timeline, as well as their dependency links.

To create a new timeline diagram:

1. Click the icon of the timeline and select **New > Timeline Diagram**.
   An empty diagram appears.

To create an **TimeSpot**:

1. In the insert toolbar, click the **Timespot**  button, then click in the diagram.
   The Add TimeSpot dialog box appears.
2. Indicate the name of the timespot and click **Create**.
   The timespot appears in the diagram.

To specify time links between timespots, you will create a sequence flow:

1. Click the **Sequence Flow** button
2. Click the timespot representing the start step, and holding the mouse button down, draw a line to the timespot representing the next step.
3. Release the mouse button.
   A directional link from one timespot to the next appears in the diagram. Previous and next timespots also appear in timespot **Properties**, in the **Characteristics** page.

Dating a timespot

A timespot can be associated with a precise date or a time interval. The time interval is defined by a date at earliest and a date at latest.

To define timeline timespot dates:

1. Open the properties pages of the timeline.
2. Select the **Characteristics** page.
3. In the **Owned TimeSpot** section, you can date timespots.

☛ *You can also specify sequence flows.*

DEFINING INITIATIVES

An *initiative* is associated with an enterprise repository object.

> 🕮 *An initiative is a portfolio element corresponding to an investment program identified by the enterprise (or department) to achieve strategic objectives.*

Depending on the HOPEX **Suite** products you have available, this object can be:

- org-unit
- an application
- a resource architecture,
- a capability,
- a technical infrastructure,
- an artifact,
- a business process
- an organizational process,
- a project,
- a product,
- an IT service,
- a business function,
- standard.

Several initiatives can be grouped in an *initiative group* to simplify portfolio management.

> 🕮 *An initiative group is a set of consistent investment programs designed to simplify portfolio analysis and follow-up.*

An *initiative* is associated with an enterprise repository object.

> 🕮 *An initiative is a portfolio element corresponding to an investment program identified by the enterprise (or department) to achieve strategic objectives.*

Creating an Initiative

Creating an initiative from a portfolio

To add an initiative to a portfolio:

1. Right-click the portfolio and select **New > Initiative**.
   The initiative creation dialog box appears.

2. In the **Element with Initiative** field, find in the list of objects that from which you want to create an initiative.
3. Click **OK**.

Creating an Initiative Group

To create an initiative group from a portfolio diagram:

1. Click the **Initiative Group**  button in the toolbar.
2. Position the initiative group in the portfolio frame.
   The **Create Initiative Group** dialog box opens.
3. In the **Name** field, enter the name of the group.
4. Click **OK**.
   The initiative group appears in the diagram.

To connect an initiative to an initiative group:

- Drag the initiative into the frame representing the group.

To create a sub-portfolio directly from an *initiative group*:

1. Right-click the initiative group and select the command **Transform to Sub-Portfolio**.
   A sub-portfolio carrying the initiative group name appears in the navigation tree.

   ☛ *The initiative group and its content disappear from the initiative diagram.*
2. Click the sub-portfolio name, press key <F2> and enter the desired name.

Defining Initiative Characteristics

To access information relating to initiatives:

- Open the initiative properties pages and select the **Characteristics** page.
  The object to which the initiative relates appears in the **Element with Initiative box**.

Specifying decision-making information

Decision-making information is specified in the following boxes:

- **Decision**, which can take values:
  - **Accept**
  - **Reject**
  - **In progress**
- **Decision-Maker** and **Decision-Maker** User.

Specifying timespots

Initiatives can be situated chronologically from timespots of the timeline associated with the portfolio.

☛ *For more details on timelines connected to a portfolio, see "Using Timelines", page 17.*

The **Characteristics** page of an initiative presents:

- **Starting Timespot** and **Ending Timespot**, define the limits of the time period on which the initiative is planned.
- **Timespot**, defines the date at which the initiative is planned.
- **Life Cycle Status** of the entity that is the subject of the initiative. The values proposed depend on life cycle selected for initiative life.

☛ *For more details on object life, see "", page 36.*

Specifying Initiative Life

To model component development scenarios of your portfolio without impacting the life of components, you will use initiatives and associate an *object life* to each of these.

📖 *The object life is a set of time periods representing the updated calendar of object life cycle states.*

☛ *For more details on object life, see "", page 36.*

Initializing initiative life

To create an *object life* on an initiative:

❱ Click the icon of the initiative and select **Initialize Object Life**.

- If the object associated with the initiative already has an object life, the object life is duplicated and associated with the initiative.
- If not, the object life creation dialog box appears.

☛ *For more details on object life creation, see "", page 36.*

To view life of an initiative:

❱ Open the initiative properties pages and select the **Object Life** page.

Updating object life from an initiative

The different component development scenarios of a portfolio are studied through initiatives connected to one or several scenarios. When a scenario is adopted, you can automatically update the life of objects associated with portfolio initiatives from the initiatives.

To update object life from initiative life:

❱ Click the icon of the initiative and select **Validate Transformation**.
The object life is updated from the initiative life.

Modeling Initiative Costs

To view costs defined on an initiative:

- Open the initiative properties pages and select the **Costs** page.

  ☛ *For more details on principles of modeling costs of components and initiatives, see "Costs Modeling Principle", page 37.*

Assessing Initiatives

Portfolio initiatives are assessed related to different portfolio criteria.

☛ *Standard criteria relating to costs are automatically calculated, they cannot therefore be modified in this tab. For more details on these criteria, see "Using Existing Criteria", page 65.*

To access initiatives of all portfolio applications:

1. Open the properties pages of the portfolio.
2. Display the **Initiatives** > **Assessment** page.
   The matrix for assessment of all portfolio initiatives according to different criteria is displayed.
3. To define the value of a criterion, such as a cost, on an initiative, select the initiative concerned and click in the criterion column.
4. Specify values of the different criteria on each initiative.
5. Click **OK**.

USING SCENARIOS

Several initiatives can relate to the same application, in the same portfolio, to represent different hypotheses (exclusive between themselves) of the same application.

scenarios can then be created by selection of a set of initiatives to be produced. The different scenarios created can be compared by means of specific reports:

> 🕮 *A scenario is a projection in time of development of real objects through initiatives.*

✓ "Creating a Scenario", page 23
✓ "Accepting or Rejecting Scenario Initiatives", page 23

Creating a Scenario

A scenario is a coherent set of initiatives enabling costing of a hypothesis in a transformation portfolio.

To create a scenario on a portfolio:

1. Click the icon of the desired portfolio and select **New** > **Scenario**.
   The scenario is created with a default name. It is also automatically connected to initiatives of the portfolio.

You can open its properties to modify its name if necessary or to define its properties.

Accepting or Rejecting Scenario Initiatives

An initiative must be accepted in order to be taken into account in a given scenario. Conversely, an initiative must be rejected if you want the scenario to ignore it.

To define initiatives to be taken into account in a scenario:

1. Open the properties pages of the portfolio you want to study.
2. Display the **Initiatives** > **Scenario** page.
   The list of initiatives connected to the scenario appears in the **Initiatives** section.
3. In the matrix, click the cells at intersections of initiatives and scenarios and select one of the following values:
   - **In progress**: the initiative is under study, it is integrated in the scenario
   - **Rejected**: the initiative is not taken into account in the scenario
   - **Accepted**: the initiative is integrated in the scenario

ANALYZING PORTFOLIOS

HOPEX Portfolio & Planning offers analysis and follow-up of portfolio implementation based on reports.

MEGA Suite uses reports to group sets of repository objects and study their interactions.

ACCESSING HOPEX PORTFOLIO & PLANNING ANALYSIS REPORTS

The different report templates proposed as standard by **HOPEX Portfolio & Planning** are designed to compare initiatives of a portfolio based on specific criteria. Different report types offer different analysis possibilities.

To access existing reports on a portfolio or to create new reports from report templates:

1. Right-click the portfolio and select the **Documentation** >**Report Discovery** command.
   The list of report templates is displayed in the edit window. They are classified by folders corresponding to different categories.
2. Click button  on the right of a folder to view the proposed report templates.

Report templates can contain one or several parameters. Certain parameters are defined automatically with the value of the selected object. Other parameters must be specified. Depending on the report template, you can:

- directly launch the report
- modify default values and launch the report
- enter missing parameters and launch the report.

For more details on reports creation, see the guide, "Generating documentation", "Generating analysis reports"HOPEX Common Features.

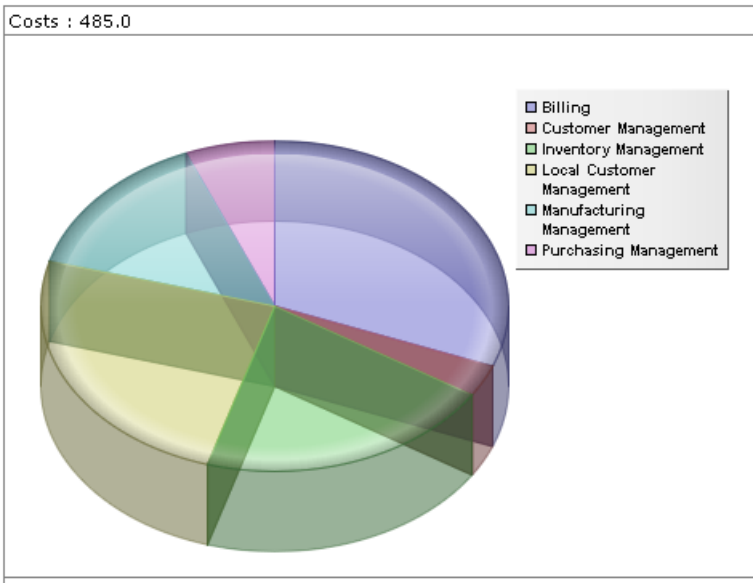
PRESENTATION OF HOPEX PORTFOLIO & PLANNING REPORTS

A report is created from a report template. **HOPEX Portfolio & Planning** supplies following reports:

Pie Chart of Initiatives

The pie chart enables assessment of the contribution of each initiative on a particular criterion. Use this type of chart when all values are positive.

The example below shows cost distribution of the different applications.



☛ *If you relate your analysis to several criteria, costs and expected benefits for example, you obtain a diagram for each of the criteria.*

Report parameters

This consists of defining report input data.

Parameter	Parameter object type	Constraints
Report subject	Portfolio Initiative group Scenario	At least one subject mandatory. Initiatives are cumulated.
List of criteria	Criterion	Mandatory One chart per criterion.

Report options

This report template can be displayed with the following options:

- **Display of percentages**
- **Detached sector**
- **3D Depth**

> ☛ *For more details on specification of report options, see "Modifying Report Display Parameters" in chapter "Generating Documentation" of the **HOPEX Common Features** guide.*

Evaluating Portfolio Initiatives

This report gives values of selected criteria for all portfolio initiatives.

The example below shows fixed values for each of the portfolio initiatives.

Sub Portfolio (Initiatives) \ Creterion	Costs Sum	Profit Average	Revenue Sum	Risk on Costs Max
Billing	150.0	30.0	180.0	4.0
Customer Management	15.0	15.0	30.0	2.0
Inventory Management	100.0	0.0	100.0	2.0
Local Customer Management	120.0	20.0	120.0	1.0
Manufacturing Management	70.0	0.0	70.0	1.0
Purchasing Management	30.0	3.0	10.0	4.0
Total	485.0	11.0	510.0	4.0

Report parameters

This consists of defining report input data.

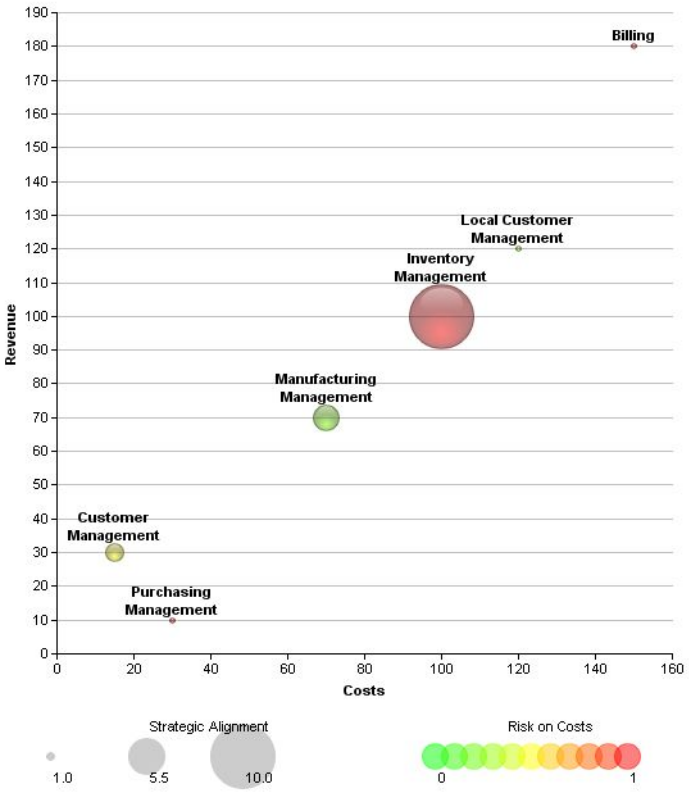
Parameter	Parameter object type	Constraints
Report subject	Portfolio	At least one subject mandatory. Initiatives are cumulated.
List of criteria	Criterion	Mandatory One column per criterion.

Bubble Chart of Initiatives

The bubble chart enables comparison of initiatives on a maximum of four different criteria. You must specify the criteria presented on the X-axis and the Y-axis and define bubble color and size.

```
The purpose of the example below is to compare cost aspects
of different initiatives (X-axis), benefits (Y-axis),
```

suitability to enterprise strategy (bubble size) and risks related to costs (bubble color).



☛ *The key to chart bubbles is presented at the bottom of the chart.*

Report options

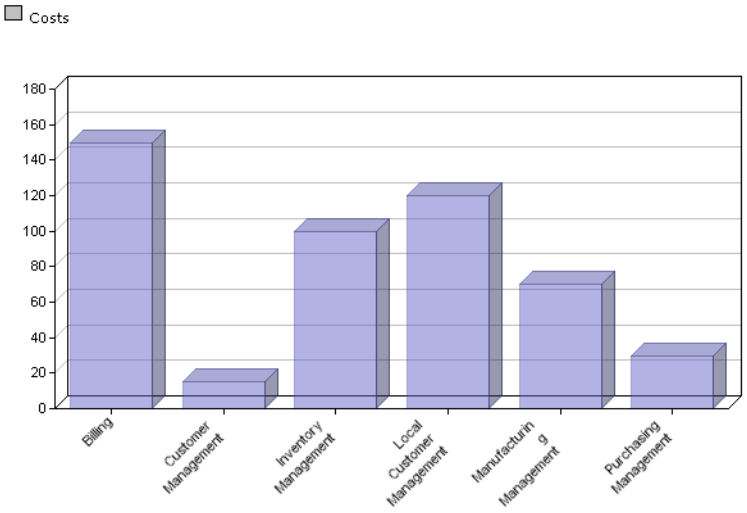
This consists of defining report input data.

Parameter	Parameter object type	Constraints
Report subject	Portfolio Initiative group Scenario	At least one subject mandatory. Initiatives are cumulated.
X-axis	Criterion	Mandatory and unique.
Y-axis	Criterion	Mandatory and unique.
Color	Criterion	Optional, one maximum.
Size	Criterion	Optional, one maximum.

Bar Chart of Initiatives

The barchart enables comparison of initiatives based on a specific criterion.

The example below shows comparison of costs of different business applications.



☛ *If you relate your analysis to several criteria : costs and expected benefits for example, you obtain a diagram for each of the criteria.*

Report parameters

This consists of defining report input data.

Parameter	Parameter object type	Constraints
Report subject	Portfolio Initiative group Scenario	At least one subject mandatory. Initiatives are cumulated.
List of criteria	Criterion	Mandatory One chart per criterion.

Report options

This report template can be displayed with the following options:

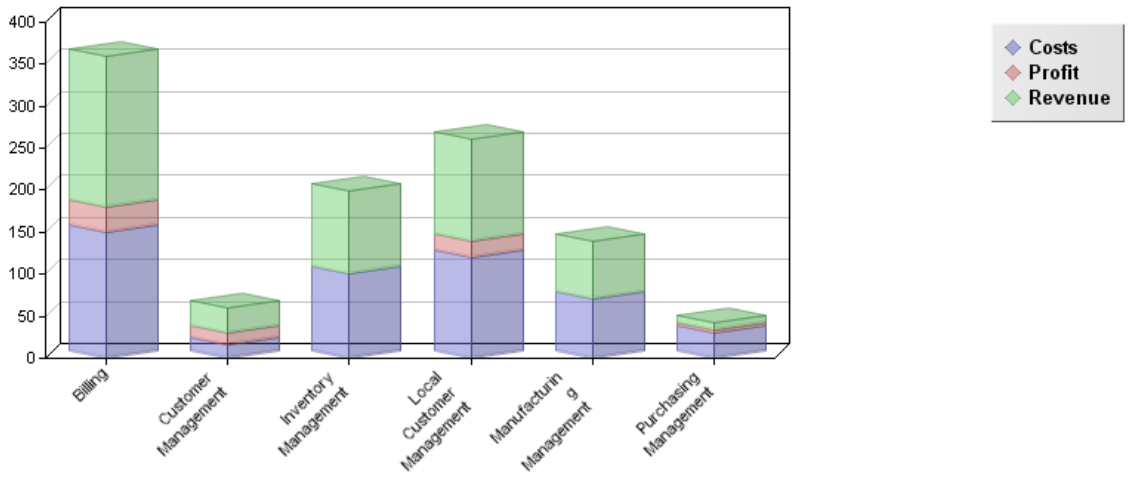
- **Form of bars**
- **Horizontal chart**
- **3D Depth**

☛ *For more details on specification of report options, see "Modifying Report Display Parameters" in chapter "Generating Documentation" of the **HOPEX Common Features** guide.*

Stacked Bar Chart of Initiatives

The stacked bar chart enables comparison of initiatives on several quantitative criteria. Values associated with each criterion for the different initiatives are stacked on the same bar.

The example below shows costs, benefits and revenues distribution for the different business applications.



Report parameters

This consists of defining report input data.

Parameter	Parameter object type	Constraints
Report subject	Portfolio Initiative group Scenario	At least one subject mandatory. Initiatives are cumulated.
List of criteria	Criterion	At least one criterion mandatory.

Report options

This report template can be displayed with the following options:

- **Form of bars**
- **Horizontal chart**
- **Bars in ascending order**
- **Order of configured bars**
- **3D Depth**

☛ *For more details on specification of report options, see "Modifying Report Display Parameters" in chapter "Generating Documentation" of the* ***HOPEX Common Features*** *guide.*

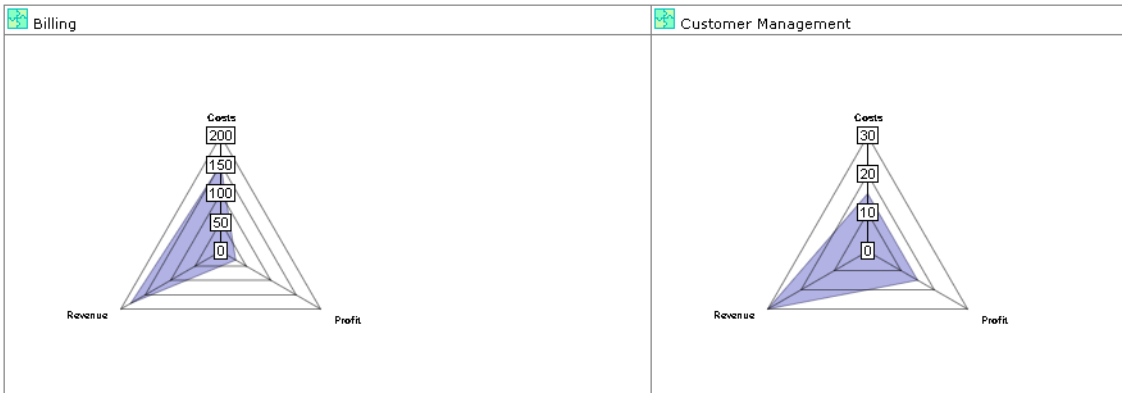
Radar Chart of Initiatives

A radar chart enables comparison of each initiative on criteria with different but comparable values. A radar chart is automatically created for each initiative of the portfolio or initiative group.

The axes of a radar chart are calculated on the basis of maximum value calculated on all the values of criteria represented.

☺ *To obtain a radar chart, at least three criteria must be defined for comparison.*

The example below shows the position related to calculated costs, expected revenues and benefits. Note that the maximum value is revenue expected for all initiatives.



Report parameters

This consists of defining report input data.

Parameter	Parameter object type	Constraints
Report subject	Portfolio Initiative group Scenario	At least one subject mandatory. One initiative per chart.
List of criteria	Criterion	At least three criteria mandatory.

Report options

This type of report can be displayed with the **Stack all initiatives on a chart**.

☛ *For more details on specification of report options, see "Modifying Report Display Parameters" in chapter "Generating Documentation" of the **HOPEX Common Features** guide.*

3

ADVANCED MODELING OF PORTFOLIO OBJECTS

This chapter presents the concepts used in **HOPEX Portfolio & Planning**.

OBJECT LIFE CONCEPT

Object life represents development of a component of your repository as it is really planned following analyses carried out.

> 🕮 *The life of an object is a set of time periods representing the real calendar of object states.*

To represent another development scenario, without impacting what exists, you will associate initiatives with objects of your portfolio. The life of each initiative enables representation of different development scenarios for all objects.

To enable detailed analysis of portfolio development scenarios and the associated costs, **HOPEX Portfolio & Planning** enables description, from an *object life*, of the planning of steps in the object life cycle.

An object life can be defined for:

- a project
- an org-unit
- a business process
- an organizational process
- a business function service
- a capability
- an application
- an application service
- a resource architecture
- a technical infrastructure
- an artifact
- a node
- workstation
- a network
- a server
- a standard
- an initiative
- master plan

See:

- "Viewing Application Life (Gantt Chart)", page 42,
- "Specifying Object Life", page 43,
- "Defining Life Cycle of an Object Type", page 45.

COSTS MODELING PRINCIPLE

The aim of modeling costs with **HOPEX** is to be able to compare the cost of different components and to compare the different evolution scenarios on identical financial criteria.

To be able to take account of the time (past and future), the cost of a component is represented by a fixed part and a periodic part.

```
For example, a purchase price is specified in a fixed part,
and annual maintenance in a periodic part.
```

Finally, costs are characterized by different criteria that enable more detailed comparison. Criteria are:

- a type to distinguish investment costs.
- a nature to isolate costs of infrastructure, license, service or manpower.
- life cycle of the component concerned.

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- life cycle of the component concerned.

✓ "Cost Calculation Principles", page 37
✓ "Specifying Costs Components", page 38
✓ "Specifying a Currency", page 40

Cost Calculation Principles

Each fixed expense is associated with an amount and a date.

Each periodic expense is associated with an initial amount, a start date, and the amount and periodicity of timespots.

☛ *For more details on modeling of costs, see "Creating a fixed expense", page 39 and "Modifying a periodic expense", page 40.*

The cost of the object can be calculated in the absolute, or in the context of an initiative of a portfolio. In the case of an initiative, sums are calculated between begin date and end date of the portfolio.

We assume for example that retirement of an application starts in July with a decreasing periodic cost. The periodic cost is 500€ and the decreasing cost -100€.

Begin date	End date	Period cost	Total cost obtained
7/1/2012	7/30/2012	500	500
7/1/2012	8/1/2012	400	900
7/1/2012	9/1/2012	300	1200
7/1/2012	10/1/2012	200	1400
7/1/2012	11/1/2012	100	1500
7/1/2012	12/1/2012	0	1500

The cost calculation formula proposed as standard in **HOPEX** is based on fixed and variable cost characteristics.

Specifying Costs Components

Costs on a component can be specified by:

- a user with "Financial Controller" role, who has been declared responsible for the component in question;
- the Application Portfolio Manager:

You can define costs on the following components **HOPEX** :

- Applications
- Application deployments
- Initiatives

One or several *cost lines* can be associated with a component.

A cost line enables identification of cost kind and type.

A cost line is characterized by:

- a **type** : operating or capital.
- a **nature**: infrastructure (for a deployment), license (for an application), service, manpower.
- l'**state** of the life cycle of the component concerned, such as specification or development phases.

Associated with a cost line can be:

- a periodic expense
- one or several fixed expenses

Creating a cost line

To associate costs with an application for example, you must begin by creating a *cost line*.

You can create cost lines singly, or automatically create three cost lines corresponding to the three cost natures possible for an application: license, service, manpower.

To create a *cost line* for an application:

1. Open the properties pages of the application.
2. Select the **Costs** page.
3. In **Cost line**section, click the **New** button.
   The **Creation of a cost line** box opens.
4. To create a single cost line, select option **Create only one cost line**.
5. Click **Next**.
6. Specify the **Name**of the cost line.
7. Select the **Cost Type**..
8. Select the **Cost Nature**.
9. Select the **State** of the application life cycle.

   ☛ *The states proposed in the drop-down list are states of the life cycle associated with the object life.*
10. Click **Next**.
    The periodic expenses creation dialog box opens.

    ☛ *Fixed expenses, which can be multiple, are separately defined. For more details on fixed expense creation, see "Creating a fixed expense", page 39.*
11. Define the periodic cost and click **Next**.

    ☛ *For more details on fixed expense creation, see "Modifying a periodic expense", page 40.*
12. Click **OK**.
    The new cost line appears in the **Cost Line**.

Creating a fixed expense

Fixed expenses associated with a component are accessible from the component properties pages, in the **Costs** tab.

To create a new fixed expense on an application from a cost line:

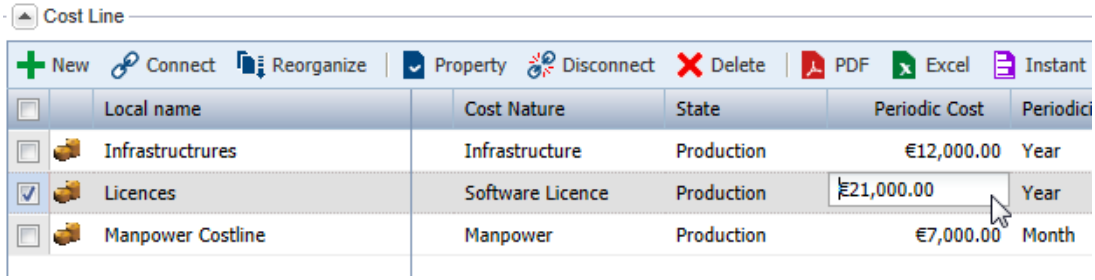
1. Open the properties pages of the application.
2. Select the **Costs** page.
3. In the **Cost Line** section, select the cost line that interests you.
4. In the **Fixed Expenses** section, the list of fixed expenses associated with the cost line appears. In this section, click the **New** button.
   The **Creation of Expense** dialog box opens.
5. Specify:
   - the **Name** of the expense
   - the **Date** of the expense,
   - the **Amount** of the expense.
6. Click **OK**.
   The new expense appears in the **Fixed Expenses** section.

Modifying a periodic expense

To modify characteristics of a periodic expense associated with an application:

1. Open the properties pages of the application.
2. Select the **Costs** page.
3. In the **Cost Line** section, select the cost line that interests you.
4. Columns specific to the periodic expense are associated with the cost line:
   - **Periodic cost**
   - **Periodicity**
   - **Up/Down Amount**
5. Click the column to be modified and enter the new value.

> ☛ *If you indicate a negative amount, at each time period the amount will be deducted from the periodic cost until this reaches zero.*



Specifying a Currency

At the level of each MEGA environment the currency used can be specified. The monetary numeric format adapts as a result.

To modify currency:

1. In the MEGA installation folder, double-click the "Administration.exe" file.
2. Access your work environment.
3. Right-click the desired environment and select **Options** > **Modify**.
   The options window appears.
4. In the navigator on the left, expand the **Installation** folder and select **Currency**.
5. On the right indicate the currency.
6. Click **OK**.

The format of costs is modified depending on the specified currency. Note also that the format of figures depends on the interface language.