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| Business Requirements Specification Document |
| **Reporting Use Cases and Requirements** |
| **Version: 1.0** |

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# 1. Introduction

This document provides a formal statement of business needs, based on a thorough analysis of business process and user/system interaction. This information will guide the system design, and serve as a reference for business users viewing the reports and visualizations being created.

# 2. Executive Summary

## Objective

####has partnered with #### through the current project to:

* Explore, understand, and document the business pain points around major business use cases for data and analytics.
* Collect and document business needs and functional requirements for these use cases to create standard visualizations across Foundation.
* Assess the current data and reporting readiness and capabilities to be able to propose future state analytic solution.
* Define and support in building the technology architecture and platform for business intelligence and analytics.
* Implement the project in multiple phases to roll out the next generation analytics solution.

This Functional Requirements Specification document describes capabilities that the business has articulated through a series of interviews and iterative sessions. The outcomes of this process are a set of business requirements that have been documented, analyzed and prioritized into a phased roadmap for delivery of the capabilities. The proposed changes will provide an end to end solution for all of ####’s data and analytics needs.

## Scope of Subject Areas:

The following data subject areas have been identified as being in the scope of Phase 1 implementation in ####’s data platform:

* Financial Management
* Portfolio Management
* Domain Data
* Vendor

## Stakeholder groups for Reporting

* Co-Chairs, Executive leadership, management managing forecast, strategies and payout
* Financial Planning and Analysis team driving financial management
* Program leadership and program teams managing the portfolio
* Analysts and power users requiring ad hoc operating metrics

## Reporting / Analytics Deliverables

The following 4 analytics dashboards are envisioned for Phase 1, aligned to the four stakeholder groups enumerated above:

1. Executive Dashboard
2. Financial Management Analytics
3. Portfolio Management Analytics
4. Ad Hoc Analysis and Reporting Interface

## Key decisions / working assumptions

As part of the assessment and requirements gathering phase, some key working decisions were made in order to move forward with building these requirements. These decisions form the basis of a framework which shows conceptually how the future state reporting will work. Individual dimensions and attributes will be finalized through iterative prototyping of this initial set with business teams and guidance from other business initiatives.

1. Strategy Hierarchy and Chart of Accounts structure

It is well known that the existing 5 levels Strategy hierarchy has a variety of issues such as gaps in data, improper assignment of levels across hierarchy among others. There are two business initiatives currently under way focusing on Strategy Hierarchy Redesign and Chart of Accounts Redesign which will result in “detangling” the structure and better aligning them to business need. This is expected to happen over 1H 2016.

In the meanwhile, the proposed reporting solution must continue to support the current 5 level strategy hierarchies and current Chart of Accounts structure and also flexibly adapt to potential attribution changes as the business decisions are made.

1. Dimensions for reporting

There are also open questions on the usage and correct interpretation of strategy vs cost center within reporting contexts. These questions will also be addressed by the two business initiatives mentioned above. In order to move forward with the reporting work stream, the solution will need the flexibility to be able to use either method of viewing / slicing the data in all of the use cases for Phase 1.

1. Additional Attributes for Investments

At this time, there are a large number of investment attributes in source systems. A few of these attributes are very salient in reporting use cases (e.g. geography) while others may be more informational. At the same time, the convergence of the investment source systems to a new platform could result in new / changes attributes going forward. The reporting platform must be flexible to support the existing attribution structure as well as to adapt to changes as they become effective through source system transition.

# 3. Key Business Questions

## 3.1 In Scope

Following are the top business questions in scope for Phase 1:

## Financial Management

### 3.1.1 4 year Planned Outlook

* What are the total funds available to the Foundation over the next 4 years?

### 3.1.2 Budget vs Actuals

* What is the CY Budget?
* What is the progress against CY Budget?
* What is the progress against PY actuals?

### 3.1.3 Operating Metrics

* What are out operating metrics and how does that relate to our financial performance?
* How many new grants, subsequent grant payments, invoices, expense reports, and employees have we processed/had this year? In prior year?
* What is the average size and duration of our investments? How has that changed over time?

## Portfolio Management

### 3.1.3 Portfolio Management

* What is my CY budget?
* What is the CY target?
* What is my System pipeline (CY+4)?
* What is the progress against CY payout, budget, target, and forecast?
* Where do we expect to end the year relative to target?
* What is the Flexibility for the next 4 years?

### 3.1.4 Portfolio Ad hoc

* How much has my team committed and paid over time? (Paid to Date; Paid YOY)
* What have we paid life to date in each strategic area of focus? What have we committed?
* What are all of the Investments that were approved this year and what are the details and payment streams by year for each?
* What are the opportunities we have made payments on this year and what are the details for each?

## Core Financials

### 3.1.5 Core Financials

* What have we paid life to date in each strategic area of focus? What have we committed? (Annual Report and Media request)

## 3.2 Out of Scope

Following are the business questions which were identified as out of scope for Phase 1:

### 3.2.1 Portfolio Performance

* What is the risk rating of this investment - what are our most risky investments?
* What is our investment in a given geography (Geo Served, Location of Work, or Partner Location)
* Who are our top partners and what is our complete historical, current, and future portfolio with them
* Where is a current investment at in the process and what actions need to be taken by whom?
* How does the portfolio support our strategies?

### 3.2.2 Core Financials – 990 tax reporting

Note: Currently, 990 tax reporting is run in the current form for 2016; new requirements will be designed for 2017.

* What are the Opportunities that were approved for future payments (Grants liability)
* What are the Opportunities Paid (990 tax reporting)
* What are the Opportunities Committed (990 tax reporting)
* What are the Opportunities on Expenditure responsibility?

### 3.2.3 Miscellaneous Other Metrics

* What investments and investment details are required to be reported to government agencies?
* What is the list of all Convening?
* Where data clean-up is required? (Data Stewardship)

# 4. Functional Requirements

## 4.1 4 Year Planned Outlook

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Use Case ID** | **Functional Group(s) Requesting** | **Business Question** | **Key Information Needed to Answer** | **Business Impact** | **Phase 0 Bucketing** |
| U1 | Co-Chair, PCFO, CEO, and ELT team | What are the total funds available to the Foundation over the next 4 years?  What is the Budget for the CY and next 4 years? | Long range forecast, budget for 4 years by Division  Sources: Host and 4 year Memo (Sourced from Host?) | Planning, Decision Insight | Financial Planning and Forecasting |

| **Req. ID** | **Requirement description** | **Use Cases ID** |
| --- | --- | --- |
| R1.1 | Ability to track and analyze funds available to the Foundation over the next 4 years to know how much has been spent to date and where we will be by end of the year and following years. Following are the attributes:  Dimensions:   * Division * Cost Center * Strategy * Initiative * Modified Date (Snapshot)   Metrics:   * 4 year Budget by year * Total Original Budget $ (for CY) | U1 |

**Visualization: 4 year Outlook by Division**

| **Req. ID** | **Requirement description** | **Use Cases ID** |
| --- | --- | --- |
| R1.2 | Ability to view budget by Cost Centers for a given Division in Current Year plus 4 years. Following are the attributes:  Dimensions:   * By Division * By Cost Center * Annual, Quarterly, Monthly   Metrics:   * 4 year Budget by year * Total Original Budget $ (for CY) | U1 |

**Visualization: Budget by Cost Center (**Division: Operations**)**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Cost Center** | **2016** | **2017** | **2018** | **2019** | **2020** | **Total** |
| HR | $200 | $180 | $179 | $153 | $165 | **$877** |
| IT | $300 | $239 | $267 | $245 | $251 | **$1302** |
| Admin | $322 | $382 | $341 | $333 | $234 | **$1612** |
| Travel | $240 | $222 | $234 | $242 | $211 | **$1149** |
| Others | $220 | $234 | $212 | $121 | $211 | **$998** |
| **Total** | **$1282** | **$1257** | **$1233** | **$1094** | **$1072** |  |

| **Req. ID** | **Requirement description** | **Use Cases ID** |
| --- | --- | --- |
| R1.3 | Ability to view budget by Strategy for a given Division in current year plus 4 years. Following are the attributes:  Dimensions:   * By Division * By Strategy * By Initiative * Annual, Quarterly, Monthly   Metrics:   * 4 year Budget by year * Total Original Budget $ (for CY) | U1 |

**Visualization: Budget by Strategy (**Select a Division**)**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Strategy** | **2016** | **2017** | **2018** | **2019** | **2020** | **Total** |
| STR1 | $200 | $180 | $179 | $153 | $165 | **$877** |
| STR2 | $300 | $239 | $267 | $245 | $251 | **$1302** |
| STR3 | $322 | $382 | $341 | $333 | $234 | **$1612** |
| STR4 | $240 | $222 | $234 | $242 | $211 | **$1149** |
| STR5 | $220 | $234 | $212 | $121 | $211 | **$998** |
| **Total** | **$1282** | **$1257** | **$1233** | **$1094** | **$1072** |  |

# **4.2 Budget vs Actuals**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Use Case ID** | **Functional Group(s) Requesting** | **Business Question** | **Key Information Needed to Answer** | **Business Impact** | **Phase 0 Bucketing** |
| U3 | PM, DDSPM, Director | What is CY Budget?  What is the progress against CY Budget? What is the progress against PY Actuals? | Payment (Actuals) data and Budget data to compare the progress;  By Cost center, and by Account Category (e.g. travel), by Period (e.g. By month, YTD  Sources: Host, Grants | Financial Management of Resources | Financial Planning and Forecasting |

| **Req. ID** | **Requirement description** | **Use Cases ID** |
| --- | --- | --- |
| R3.1 | Ability to track CY Actuals YTD against Total Budget and PY Actuals by divisions, and cost centers. Following are the attributes:  Dimensions:   * Division * Cost Center * Time period   + Annual   + Month   Metrics:   * Total Original Budget $ * CY Actuals $ * PY Actuals $ * Variance (Derived metric) | U3 |

**Visualization: B2A report**

Budget

**$**

PY Actuals: $$$

Actuals YTD

Communications Executive Global Dev Global Health GPA USP

| **Req. ID** | **Requirement description** | **Use Cases ID** |
| --- | --- | --- |
| R3.2 | Ability to track CY Actuals YTD against Total Budget and PY Actuals by Month to Month, Divisions, and Cost Centers. Following are the attributes:  Dimensions:   * Division * Cost Center * Time period   + Annual   + Monthly   Metrics:   * Total Original Budget $ * CY Actuals $ * PY Actuals $ * Variance (Derived metric) | U3 |

**Visualization: B2A Monthly report (**Sample report for Global Development**)**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Current Year** | | | | | | | | | | | | **CY** | **PY** |
| **CC** | **Jan** | **Feb** | **Mar** | **Apr** | **May** | **June** | **July** | **Aug** | **Sept** | **Oct** | **Nov** | **Dec** | **Total Budget** | **PY Actuals** |
|  | **Actual** | **Actual** | **Budget** | **Budget** | **Budget** | **Budget** | **Budget** | **Budget** | **Budget** | **Budget** | **Budget** | **Budget** |  |  |
| 17050 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 17110 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 17150 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 17200 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 54400 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

| **Req. ID** | **Requirement description** | **Use Cases ID** |
| --- | --- | --- |
| R3.3 | Ability to track CY Actuals YTD against PY Actuals by Divisions, Cost Centers, and Time Period. Following are the attributes:  Dimensions:   * Division * Cost Center * Time period   + Annual   + Monthly   Metrics:   * CY Actuals $ * PY Actuals $ * Variance (Derived metric) | U3 |

**Visualization: PY Actuals vs CY Actuals (**Sample report for Global Development**)**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Division: GD** | **Current Year** | | | | | | | **Prior Year** |
| **Cost Center** | **Annual Budget** | **Monthly Actual** | **Monthly Budget** | **Variance**  **(over)** | **YTD Actual** | **YTD Budget** | **Variance Under/(over)** | **YTD Actual** |
| 17050 |  |  |  |  |  |  |  |  |
| 17110 |  |  |  |  |  |  |  |  |
| 17150 |  |  |  |  |  |  |  |  |
| 17200 |  |  |  |  |  |  |  |  |
| 54400 |  |  |  |  |  |  |  |  |

| **Req. ID** | **Requirement description** | **Use Cases ID** |
| --- | --- | --- |
| R3.4 | Ability to track CY Actuals YTD against Total Budget by Cost Centers, Account, and Account Category. Following are the attributes:  Dimensions:   * Division * Cost Center * Account * Account Category * Time period   + Annual   + Monthly   Metrics:   * Total Original Budget $ * CY Actuals $ * PY Actuals $ * Variance (Derived metric) | U3 |

**Visualization: B2A by Cost Center/Account/Account Category**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Period** | **Cost Center** | **Account** | **Account Description** | **Account category** | **Total Budget** | **PY Actuals** | **CY Actuals** | **Variance** |
| Jan | 10410 | 5400 | Rent-Base | Facility Costs | $5503 | $5281 | $4590 |  |
| Jan | 10410 | 5401 | Building Operation Expense | Facility Costs | $820 | $722 | $689 |  |
| Feb | 12150 | 5400 | Rent-Base | Facility Costs | $3400 | $3201 | $2983 |  |
| Feb | 12150 | 5401 | Building Operation Expense | Facility Costs | $7500 | $7545 | $7274 |  |

## 4.3 Forecast

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Use Case ID** | **Functional Group(s) Requesting** | **Business Question** | **Key Information Needed to Answer** | **Business Impact** | **Phase 0 Bucketing** |
| U2 | CFO, ELT team, Central FP&A | What is the CY Target? What is the progress against CY Target (paid)? Where do we expect to end the year relative to target? | Forecast data to know where we are heading | Better Management of Resources  Operational Efficiency | Financial Planning and Forecasting |
| U5 | Directors, DDSPM, DDs, Presidents | What is my forecasted payout for the next 4 years? (What is System pipeline + Management Forecast), and how does it compare to Budget? | Data on Grant Payments  PRI Payments  DCE Contracts Payments  across Foundation over time;  Approval information cleared by Decision Gates in pipeline;  Forecasted payment data of previous years;  Sources: Host, Unison, Gateway, ICS, Pipeline (For Convening and other expenses not in Investment systems) | Management of Resources (Portfolio of investments) | Financial Planning and Forecasting  Portfolio management |
| U9 | Directors, DDSPM, DDs, Presidents | What is my System Pipeline of Investments for CY, and over the next 4 years? | Data on what’s in the investment pipeline and potential payment information across payment timelines;  Sources: Domain Data, Gateway, Unison, ICS, Pipeline? (Convening and other expenses not in Investment systems) | Management of resources, and making Inv. decisions | Portfolio management  Investment management |

| **Req. ID** | **Requirement description** | **Use Cases ID** |
| --- | --- | --- |
| R2.1 | Gain insight to understand where we will end up at end of the year based on dollars committed, dollars in potential payments against target for Current Year from a Foundation level. Following are the attributes:  Dimensions:   * Division * Strategy * Initiative (Waiting for ####’s team to define level of granularity at which we manage Portfolios) * Payment Status * Investment Type * Modified Date   Metrics:   * Original Budget $ * Target $ * All Paid $ (DCE and P&A) * All Unpaid $ (DCE and P&A) * Potential Payments $ * Flexibility $ (Derived) | U2 |

**Visualization: Current Year Forecast (By Division)**

Committed

Potential

Target

| **Req. ID** | **Requirement description** | **Use Cases ID** |
| --- | --- | --- |
| R2.2 | Gain insight to understand where we will end based on dollars committed, dollars in potential payments against target for next 4 years from a Foundation level. Following are the attributes:  Dimensions:   * Division * Strategy * Initiative (Waiting for ####’s team to define level of granularity at which we manage Portfolios) * Payment Status * Investment Type * Modified Date   Metrics:   * Original Budget $ * Target $ * All Paid $ * All Unpaid $ * 4 year forecast $ * Potential Investments$ * Flexibility $ (Derived) | U2 |

**Visualization: 4 year Forecast**

Target

| **Req. ID** | **Requirement description** | **Use Cases ID** |
| --- | --- | --- |
| R2.3 | Ability to analyze dollars paid against target to know how much flexibility I have to move dollars around to support other Divisions, Strategies, and Initiatives. Following are the attributes:  Dimensions:   * Division * Strategy * Initiative (Waiting for ####’s team to define level of granularity at which we manage Portfolios) * Payment Status * Investment Type   Metrics:   * Target $ * Flexibility $ (Derived) * Flexibility % (Derived) | U2 |

**Visualization: Flexibility summary**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Target** | $775 | $920 | $810 | $910 | $675 |
| **Flexibility** | $333 | $408 | $369 | $456 | $330 |
| **Flexibility %** | 42.97 | 44.35 | 45.56 | 50.11 | 48.89 |

|  |  |  |
| --- | --- | --- |
| **Req. ID** | **Requirement description** | **Use Cases ID** |
| R2.4 | Ability to view monthly forecast based on selected Division, Strategy, Initiative, and Payment Status or Investment Type. Following are the attributes:  Dimensions:   * Division * Strategy * Initiative * Payment Status * Investment Type   Metrics:   * Target $ * Total Paid $ * Total Unpaid $ | U2 |

**Visualization: Monthly Payment Forecast**

**How to represent Target by Month?**

| **Req. ID** | **Requirement description** | **Use Cases ID** |
| --- | --- | --- |
| R5.1 | Gain insight to understand where we will end up at end of the year based on dollars committed, dollars in potential payments against target for Current Year from a Team level (portfolio management). Following are the attributes:  Dimensions:   * Team * Strategy * Initiative * Payment Status * Investment Type * Snapshot Date   Metrics:   * Committed Investments $ * Count of Committed Investments * Potential Investments $ * Count of Potential Investments | U5 |

**Visualization: Current Year Forecast (at TEAM level)**

**Count of Committed & Potential Investments is an alternate metric**

Potential

Committed

| **Req. ID** | **Requirement description** | **Use Cases ID** |
| --- | --- | --- |
| R5.2 | Gain insight to understand where we will end up based on dollars committed, dollars in potential payments against target for next 4 years from a Team level. Following are the attributes:  Dimensions:   * Team * Strategy * Initiative * Payment Status * Investment Type * Snapshot Date   Metrics:   * Committed Investments $ * Count of Committed Investments * 4 year forecast $ (System pipeline) * Potential Investments $ * Count of potential Investments | U5 |

**Visualization: 4 year Forecast (at TEAM level)**

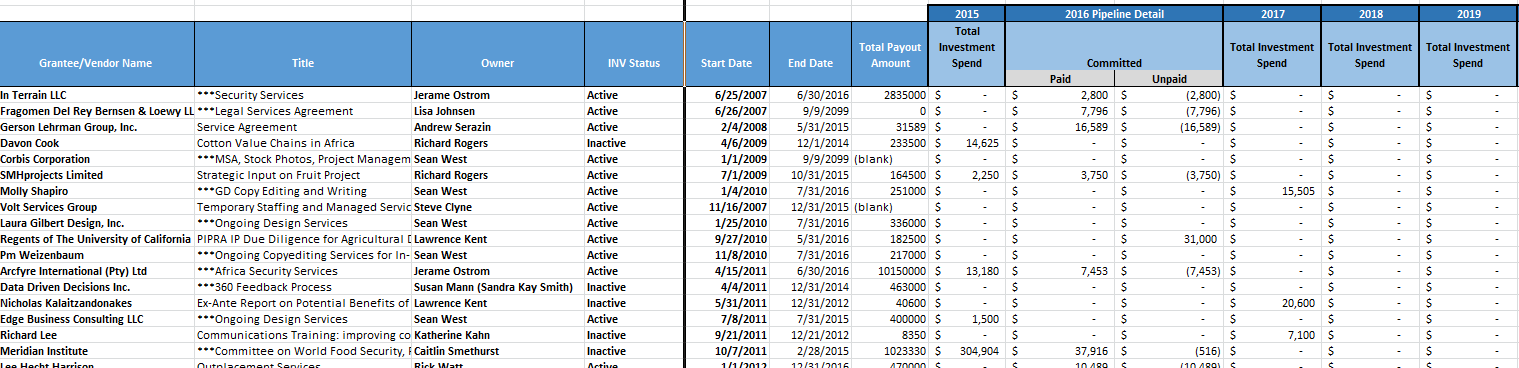
**Committed + Potential = Allocated (this is only a Draft term**

**Count of Committed & Potential Investments is an alternate metric**

| **Req. ID** | **Requirement description** | **Use Cases ID** |
| --- | --- | --- |
| R9.1 | Ability to view and track payment details, payment schedule at an Investment level. Following are the attributes.  Dimensions:   * Division * Strategy * Initiative * Team * Investment Type (excluding Convening) * Decision Status * Approval Probability * Payment Probability * Geo Served * Location of Work * Partner Location   Metrics:   * Investment Start Date * Investment End Date * Investment Payment Amount * Paid Amount $ * Committed Investments $ (Calculated) * Unpaid Amount $ * Potential Investments $ | U9 |

**Visualization: Detailed Investment Pipeline Outlook**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Grantee/Vendor Name** | **Title** | **Owner** | **Inv. Status** | **Start Date** | **End Date** | **Total Amount $** | **2016 pipeline** | | **2017** | **2018** | **2019** |
| **Paid** | **Unpaid** |
|  |  |  |  |  |  |  |  | |  |  |  |
|  |  |  |  |  |  |  |  | |  |  |  |
|  |  |  |  |  |  |  |  | |  |  |  |

****

## 4.4 Portfolio Ad hoc

Requirements listed in this section highlights only a subset of measures, attributes, and dimensions by which a power user can to visualize data. Ad hoc reporting is designed to access underlying datasets and support multi-dimensional reporting of data focusing on Investments, Financial (Budget, Payout), Operational, and others.

| **Use Case ID** | **Functional Group(s) Requesting** | **Use Case (Business Question)** | **Key Information Needed to Answer** | **Business Impact** | **Phase 0 Bucketing** |
| --- | --- | --- | --- | --- | --- |
| U6 | Foundation wide external to team level | I need to analyze portfolio on an Ad hoc basis (various measures) | Initial/Subsequent Payment Amounts and Expenses by Grants/PRIs/Contracts, Investment Owner, Program & Strategy categories, Team, Payment Status (Paid, Unpaid) over a time period    Sources: Gateway, ICS, Contracts Pipeline | Track Payment/Portfolio and Investment timeline.  Decision-Making and Business Insight  Better Management of Resources | Portfolio Analysis |

| **Req. ID** | **Requirement description** | **Use Cases ID** |
| --- | --- | --- |
| R6.1 | Ability to report total numbers to Co-Chairs and leadership team to help make business decisions support Communications, Advocacy, and Awareness capabilities. Following are the attributes:  Dimensions:   * Division * Team * Strategy * Time Period * Partner * Investment Type * Investment Status * Geo Served * Location of work * Partner Location   Metrics:   * Paid Amount $ * Unpaid Amount $ * Committed Investments $ * Potential Investments $ * # of Investments * Investment Payment Amount | U6 |

**Visualization: Summary of key portfolio metrics**

Ad-hoc Investment Analytics: This view will allow power users to analyze metrics across multiple dimensions to gain insights into portfolios from an investment, strategy and potential Investments perspective.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Total Paid $ | Total Unpaid $ | Total Committed Investments $ | Total Potential Investments $ | Total # of Investments | Total Investment Payment Amount |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

| **Req. ID** | **Requirement description** | **Use Cases ID** |
| --- | --- | --- |
| R6.2 | Ability to report detailed level Investments highlighting payment details such as past, current and forecasted payments and schedules by Investment level. Following are the attributes  Dimensions:   * Division * Team * Strategy * Initiative * Time Period * Partner * Investment Type * Geo Served * Location of work * Partner Location * Note: Above listed metrics is a sample set of dimensions by which we can slice/dice our data based on user selection   Metrics:   * Paid Amount $ * Committed Investments $ * Unpaid Amount $ * Potential Investments $ * Investment Start Date * Investment End Date * Investment Payment Amount | U6 |

**Visualization: Detailed Investments by Initiative/Strategy (**Sample view, semantic layer will support ad hoc reporting**)**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | Inv. Start Date | Inv. End Date | Paid Amount $ | Unpaid Amount $ | Potential Investments $ | Committed Investments $ | Total Investment Payment Amount |
| Inv. 1 |  |  |  |  |  |  |  |
| Inv. 2 |  |  |  |  |  |  |  |
| … |  |  |  |  |  |  |  |
| Inv. 50 |  |  |  |  |  |  |  |

## 4.5 Core Financials

| **Use Case ID** | **Functional Group(s) Requesting** | **Use Case (Business Question)** | **Key Information Needed to Answer** | **Business Impact** | **Phase 0 Bucketing** |
| --- | --- | --- | --- | --- | --- |
| U6.1 | Communications | What have we paid life to date in each strategic area of focus and how much have we committed? | Initial/Subsequent Payment Amounts and Expenses by Grants, PRIs Investment Owner Program & Strategy categories, Team, Payment Status (Paid, Unpaid) over a time period  Sources: Gateway, ICS, Pipeline | Communications, Awareness  Better Analysis for Resources | Annual Report |

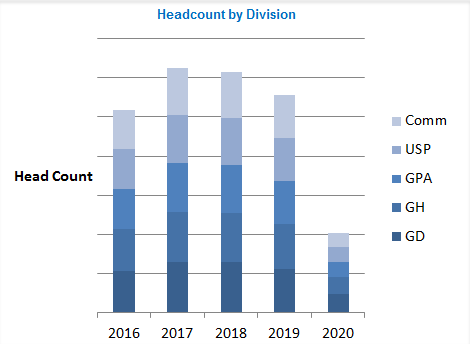
| **Req. ID** | **Requirement description** | **Use Cases ID** |
| --- | --- | --- |
| R6.1.1 | Ability to view a list of Investments made under each Strategic area with payments made to date. Following are the attributes:  Dimensions:   * Division * Team * Strategy * Initiative * Time Period * Partner * Investment Type * Geo Served * Location of work * Partner Location   Metrics:   * Committed $ * Potential $ | U6.1 |

## 4.6 Operation Metrics

| **Use Case ID** | **Functional Group(s) Requesting** | **Use Case (Business Question)** | **Key Information Needed to Answer** | **Business Impact** | **Phase 0 Bucketing** |
| --- | --- | --- | --- | --- | --- |
| U4 | ELT, CFO, PCFO,  FP&A | What are our operating metrics and how does it relate to financial performance? | Data on number of Investments (Grants, Contracts, and PRIs) teams are working on, size and duration of Investments, Headcount metric, Comp & Benefits Travel expenses and others.  Sources: Domain Data, Workday, ICS | Workload management Operational Efficiency | Financial Planning and Forecasting  Portfolio management  Human Capital management |

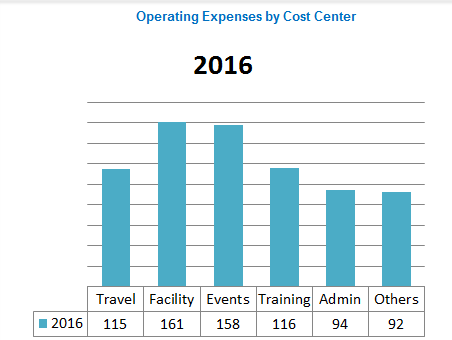
| **Req. ID** | **Requirement description** | **Use Cases ID** |
| --- | --- | --- |
| R4.1 | Ability to understand distribution of employees across divisions for the execution year and next 4 years. Following are the attributes.  Dimensions:   * Division * Team * Strategy * Cost Center * Time Period * Snapshot Date   Metrics:   * Total Headcount | U4 |

**Visualization: Head count by Division**



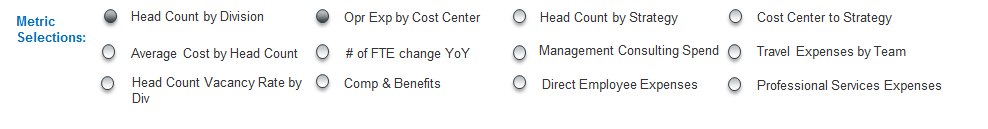
| **Req. ID** | **Requirement description** | **Use Cases ID** |
| --- | --- | --- |
| R4.2 | Ability to track operating expenses by cost center for the execution year. Following are the attributes.  Dimensions:   * Division * Team * Strategy * Cost Center * Time Period * Snapshot Date   Metrics:   * General Operations | U4 |

**Visualization: Operating Expenses by Cost Center**



| **Req. ID** | **Requirement description** | **Use Cases ID** |
| --- | --- | --- |
| R4.3 | Ability to analyze head count, travel, compensation & benefits expenses, and others to help plan resources and smart investing. Following are the attributes.  Dimensions:   * Division * Team * Strategy * Cost Center * Time Period * Snapshot Date   Metrics:   * General Operations * Total Head count * Average Cost by Headcount * Change in Headcount YoY * Management consulting spend * Staff Travel * Vacancy Rate * Compensation & Benefits * Other Direct Employee Expenses * Professional Fees | U4 |

**Visualization:**



|  |  |
| --- | --- |
| **Operational Metric Selections** | **Definition** |
| Total Head Count | Employee count summary for the execution year and next 4 years |
| Operation Expense | Total amount spent for general operations |
| Average Cost by Head Count | Average employee related cost for a given period |
| Change in Headcount YoY | Change in the number of full time employees year over year |
| Management consultant spend | Amount spent on management consultants over a given period |
| Travel expenses by team | Total amount spent on staff travel |
| Head Count Vacancy Rate by Division | Ability to track the open unfilled positions by division such as, Operations, Executive, Communications and Programs |
| Compensation & Benefits | Amount directly spent on employees for compensation and benefits. Track the employees' direct costs (costs that are accrued for a specific purpose) over a given period. |
| Other Direct Employee Expenses | Amount directly spent on employees, other than compensation and benefits. Track the employees' direct costs (costs that are accrued for a specific purpose) over a given period. |
| Professional Fees | Expenses tracked for professional services within the company. (Professional service engagements involve partnerships, corporations or individuals) |

# Non-Functional Requirements

## 5.1 Export Requirements

The following formats will be available for users to download reports/dashboards and share via email. The reports can also be scheduled to run at specific time of the day and an extract can be sent to users via email.

Table 1: File Formats

|  |  |  |
| --- | --- | --- |
| **Export File Type** | **Full Dashboard Export** | **Widget Based Export** |
| PDF | Entire contents of the dashboard will be exported into a pdf file. | Each dashboard widget will display on a unique page within the .pdf file. |
| Excel | Data for each widget in a dashboard will be displayed in a separate tab in an excel file. The export file will include only data that is visualized in the dashboard when the export is generated. | Each dashboard widget will display its corresponding data in a unique tab within the excel file. The export file will include only data that is visualized in the dashboard when the export is generated. |
| PowerPoint | Entire Dashboards will be exported into a PowerPoint presentation. Dashboard images exported into PowerPoint will not be editable. | Each dashboard widget will display on a unique slide within the PowerPoint presentation. Dashboard images exported into the PowerPoint will not be editable. |

## 5.2 Emailing Reports

|  |  |
| --- | --- |
| **Action** | **Description** |
| Email Reports | Administrator can schedule independent reports to be sent to specific Business users via email. |

The following user groups will be subscribed to the following reports:

|  |  |  |  |
| --- | --- | --- | --- |
| **User/Group** | **Report Name** | **Report Description** | **Frequency** |
| To be filled |  |  |  |

## 5.3 User Concurrency

The table below lists down the number of users who will be logging into the system and the maximum concurrency of the solution across releases.

|  |  |
| --- | --- |
| **Actions** | **Number of Users** |
| Total Number of users | 200 |
| Total Number of concurrent users at any given time | 100 |

## 5.4 Role Based Access

Commercial Analytics solution shall enable both roles based access to dashboards and individual user based access to dashboards. The access control for Roles/User based access will be managed by the administrator. Access control for newly on-boarded users, users who have changed roles or users who have departed from the organization will be managed.