Adaptive Planning, Inc.
Implementation Guide

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1. Terminology Note

As part of our September 2012 release, we are making a change to the terminology used in the application: we are renaming the Plan Tree to “Organization Structure”. This change should add clarity with more readily-understandable terminology throughout the system.

This document still uses the old terminology, but will be updated to reflect these changes in the future.

Following is a table showing the new terminology:

<table>
<thead>
<tr>
<th>Current Terminology</th>
<th>New Terminology</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan Tree / Plan Structure</td>
<td>Organization Structure</td>
</tr>
<tr>
<td>Plan/Sub-plan</td>
<td>Level/Sub-level</td>
</tr>
<tr>
<td>Plan Dimension</td>
<td>Organization Dimension</td>
</tr>
<tr>
<td>Plan Selector (upper-right corner of Sheets)</td>
<td>View Selector</td>
</tr>
<tr>
<td>Plan-Independent Sheet</td>
<td>User-Assigned Sheet</td>
</tr>
<tr>
<td>Corporate Plan</td>
<td>Top Level</td>
</tr>
<tr>
<td>Plan Admin</td>
<td>Organization Structure Admin</td>
</tr>
</tbody>
</table>

We will continue to use the term “plan” when referring to data in plan versions (budgets, forecasts, etc.) as opposed to data in the Actuals version.

2. Introduction

This guide suggests a process for creating a corporate plan using the Adaptive Planning system. It can be used by an implementer who is an employee or partner of Adaptive Planning, assisting customers, or by Adaptive Planning customers who have chosen to perform their own implementations.

This guide assumes pre-existing knowledge of the Adaptive Planning system. Following are recommended sources for Adaptive Planning training (in addition to live training provided by the Adaptive Planning Customer Service team):

- **Customer training guides** can be found by following the Documentation links presented on the Adaptive Planning login page.
• **Recorded training sessions** can be found on the Adaptive Planning website (www.adaptiveplanning.com). Click on the Services menu, and then choose Training. The next page will display links to pre-recorded video training programs on various topics.
3. Documenting the Implementation

The implementer should do as thorough a job as possible of documenting what has been built in the customer’s model. This serves several purposes:

1. **The documentation can be used as a training guide** for teaching the customer how to use the model. This can be useful for whomever is conducting the training, either the implementer or someone else in the Adaptive Planning Professional Services organization.

2. **The documentation will be a useful reference point for the administrator.** When the implementation and training are complete, the documentation will be delivered to the customer. The more thorough this document is, the fewer questions the administrator will have down the road for the implementer or Adaptive Planning technical support.

3. **The documentation will be a useful reference point for Adaptive Planning technical support.** Later, if the customer calls Adaptive Planning with questions, it will be helpful if technical support has access to this document. For this reason, the implementer should make sure that this document resides with all other pertinent customer files.

4. Before Setting Up the Plan

Once the Adaptive Planning Services team has initialized the plan, the implementer can log in to begin modeling. The following elements of the plan can be created and modified in the application.

<table>
<thead>
<tr>
<th>Setup Element</th>
<th>Source</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Departments</td>
<td>GL or existing spreadsheet model</td>
<td>Departments, cost centers, business units, etc.; includes rollup hierarchy</td>
</tr>
<tr>
<td>Accounts</td>
<td>GL or existing spreadsheet model</td>
<td>The GL chart of accounts or a subset thereof; includes rollup hierarchy</td>
</tr>
<tr>
<td>Dimensions</td>
<td>GL or existing spreadsheet model</td>
<td>Optional; provide additional sorting and reporting; e.g. projects, job codes</td>
</tr>
<tr>
<td>Sheets</td>
<td>Create with wizards in Adaptive Planning</td>
<td>Data entry sheets; include some automatic calculations like benefits, depreciation</td>
</tr>
<tr>
<td>Assumptions</td>
<td>Existing spreadsheet model</td>
<td>Can ensure consistency across the plan; e.g. constants to be used in calculations, such as T&amp;E per head</td>
</tr>
<tr>
<td>Formulas</td>
<td>Existing spreadsheet model</td>
<td>Default formulas for certain accounts in some or all departments; allocations; etc.</td>
</tr>
<tr>
<td>Reports</td>
<td>Create in Adaptive Planning using Report Builder</td>
<td>Multi-dimensional reports can sort and subtotal data in many ways and provide drilldown; variance reports, etc.</td>
</tr>
<tr>
<td>Users</td>
<td>Existing spreadsheet model</td>
<td>Users have specific roles, permissions, and access to certain departments and accounts</td>
</tr>
<tr>
<td>Currency Exchange</td>
<td>Existing spreadsheet model</td>
<td>Optional; which departments plan in which currencies; what are exchange rates? (conversion is automatic)</td>
</tr>
</tbody>
</table>
Understand the Company’s Structure/Design AP Structure

The implementer should thoroughly understand how the company organizes itself and its data, in order to translate this into the structure in Adaptive Planning. The simplest and most basic example is a company that has departments that roll up into traditional functional areas (Sales, Marketing, Engineering, Customer Service, etc.), and views its data using the typical General Ledger chart of accounts. This may be the case in many implementations.

However, it is important for the implementer to ask probing questions in order to determine all the ways planning data will need to be created and viewed. These questions might include:

- How is personnel data sorted, or, how is headcount viewed, e.g. by job code?
- Is project coding and planning used anywhere in the company, e.g. in Engineering?
- How is revenue planned and organized, e.g. by Product Line?
- How is the user community organized; i.e. what groups of data are users responsible for managing and planning?

The plan is going to be a relational database that can be sorted in many ways. But in order to set up the database so that these sorts are meaningful, the Implementer should understand up front how the user community is organized, and all the different ways the company wants to tag its data (although additional planning dimensions can be added later.)

GL Segments

A good place to start is with the segment codes in the company’s GL. Some or all of these segments will be used in Adaptive Planning. Adaptive Planning has two required identifiers, Plan and Account. These trees should be designed to be as productive as possible. This may reduce or even eliminate the need for additional dimensions.

Following is an example of a company’s GL segments, of which there are four:

111-222-3333-444

- The first segment (111) designates Geographic Entity, of which there are 10.
- The second segment (222) designates departments, which are organized into Functional Rollups, e.g. Marketing. There are 50 departments. Any given department may be repeated in multiple geographies. E.g. each geographic entity may have a department called 300 Marketing. (This is an important question to ask.)
- The third segment (3333) designates Natural Account. There are 200 of these.
- The fourth segment (444) designates Customer Code. There are 50 of these. Customer code is used on all revenue and CGS items, and some operating expense items.

This company’s users are organized so that each user is responsible for managing and planning expenses for a given functional area. Furthermore, different departments plan in different currencies.

How best to design this company’s structure in Adaptive Planning? The goals are as follows:

- Design plan and account trees to accommodate user organization and multiple currency planning. Know that currency and users are assigned to individual plans.
- Build as much of this structure as possible into the plan and account trees, to minimize dimensions that a user must select during data entry, and to maximize reporting flexibility.
The optimum structure in Adaptive Planning for this company is as follows:

Put the second segment (222) into the Plan tree. Embed the first segment (111, Geography Code) into the plan identifier. Organize the plan tree first by Geography, then by Function. Create a plan dimension called Function, and attach the appropriate function to each subplan. (For more information on this topic, please see the section below called Create Plan Structure.)

For example:

111 US
111 300 Marketing US [Function = Marketing]
111 400 Finance US [Function = Finance]
111 500 Engineering US [Function = Engineering]

112 Europe
112 300 Marketing EUR [Function = Marketing]
112 400 Finance EUR [Function = Finance]
112 500 Engineering EUR [Function = Engineering]

This way, users can be assigned to all plans within a given function or within a given geography. For example, The marketing VP could have access to Marketing in the US and in Europe. The COO in Europe could have access to the section of the plan tree under 112 Europe.

Also, reports can be created to sort data by Geographic Entity (the plan tree itself provides this sort) or by Function (the plan dimension provides this sort.)

And the Marketing department in Europe can use a different currency than the Marketing department in the US.

The third segment, 3333 Natural Account, should be set up in the GL Account tree. Whenever possible, the GL account tree should mirror the Income Statement/Balance Sheet structure.

The fourth segment, 444 Customer Code, should be set up in a custom dimension, which can be added to the Sales sheet and other standard or modeled sheets as necessary. Since this identifier is not always required, and does not have a one-to-one correlation with either the plan identifier or the account identifier, it must be a separate dimension.

Projects or Jobs

If a company has need for a Project or Job identifier, many times this can be set up as a custom dimension, to be used across plans and accounts as needed. This how the Customer code is described in the example, above.

However, this may be burdensome for companies who engage in extensive project or job planning. It may be tedious and error-prone for a user to have to choose a project dimension over and over on sheets. It may be possible to incorporate such a dimension into the plan tree.

If a project is planned in only one department, projects can be set up as subplans, like this:

111 500 Engineering US
   Project ABC
   Project DEF
   Project FHI
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Note that this makes sense only if a project is not planned by multiple departments.

Alternatively, projects or jobs can be added at the bottom of the plan tree, like a special section of the company structure. This makes sense only if project spending does not need to rollup with other departmental spending.

Obtain Data from Other Systems

The plan administrator should be asked up front to obtain the data necessary to create and populate the plan. This will include at a minimum a list of identifiers such as departments and accounts, probably from the General Ledger, or from the existing spreadsheet plan. These identifiers are necessary to begin the implementation.

This step also includes obtaining actual information from the GL, and headcount data from the personnel tracking system. Most companies will be able to easily obtain this.

Understand Assumptions

Time will be saved down the road if the Plan Administrator begins the process of gathering information about assumptions and calculations used in the company's existing plans. For example, which expenses are variable, and for those expenses, what are the drivers and other important factors? A typical expense plan will contain many items that are driven by headcount, e.g. benefits, travel and entertainment, office supplies, etc. This information may or may not be readily available from the existing planning system. Regardless, it will be useful to obtain a list of such expenses, along with information about the drivers (e.g. headcount for each department) and the variables (e.g. office supplies, $60/head.)

Other expenses may be fixed, not in the sense that the value never changes, but in the sense that the values are assigned to a department by the Plan Administrator, and the department planner has no authority to modify these values. Examples are allocations in and out of departments, and depreciation expense.

Furthermore, most companies have already established planning patterns regarding depreciation, revenue recognition, and invoicing. These timing patterns need to be identified up front if the company wishes to use Adaptive Planning for revenue or capital planning.

This modeling setup does not need to happen now, at the very beginning of the implementation, but it is helpful to identify these items and be aware of how much effort might be needed to create these calculations. This helps to eliminate surprises down the road. The administrator may be available to document and summarize these assumptions, or the implementer may have to study the existing planning system to gather this information.
5. Initial Setup: Provide Information to Adaptive Planning

Initialization elements are the initial setup items that are necessary to get a company started on the Adaptive Planning product. Initialization Elements are items that Adaptive Planning engineers must have to initiate a company plan.

Company Information

Adaptive Planning provides a Company Creation form to ensure that basic company data is presented in a format that can be used for setup. This data, described below, includes company address and contact information; login information for the implementer; and plan version information, such as start date and end date of the initial plan.

Once the Company Creation form has been completed, it is submitted to the Adaptive Planning Services team for processing. The implementer is notified once the company is available for use. Once the company has been created, any of these elements can be later modified by contacting Adaptive Planning Services. (These elements can also be changed by any user with a login that begins with "adaptive", e.g. adaptive@xyzcorp.com. Go to Admin, Company Setup to access these items.)

Following is the information required in the Company Creation form:

1. Code: short abbreviation for the company, e.g. NYSE ticker symbol, to be used only by Adaptive Planning staff; will not be seen by the company users
2. Name
3. Address
4. City
5. State
6. Zip
7. Contact Name: this should be someone who works at the company; generally, the person who signed the contract
8. Contact Phone

Implementer User Information

The implementer will be set up as the initial and primary user. (Other users will be added during the implementation, using the Adaptive Planning user interface.)

The following user attributes are required for this user:

1. Email – This will become the user’s log in ID. Adaptive Planning recommends that this email address be modified to be “adaptive@”, followed by the company domain
2. Name
3. Position/Title

Initial Version Information

The initial set up of the first plan version requires the following information:

1. Name of the plan, e.g. "2005 Annual Budget"; this will be seen in pull-down menus in the plan
2. Description, a free-form field
3. Status: choices are Hidden, Active, or Locked
4. Fiscal year start month, e.g. January
5. Start date of the plan, e.g. 01/01/2008
6. End date of the plan, e.g. 12/31/2009
7. Date that historical data will begin, e.g. 01/01/2006 (Left Scroll Limit)
8. Plan owner – the email address of the implementer, as setup in the previous step; this can be changed later to be the administrator

The Start and End dates of the plan must be set at fiscal year start and end, but they can span several years, as in the example above.

6. Set Up Departments and Accounts

Not much can happen in the implementation until departments and accounts are set up. (Modeled sheets, dimensions, and patterns can be set up prior to this, but no formulas can be written.) Therefore, setting up departments and accounts is usually the first step in the implementation.

Most companies organize themselves by departments (or cost centers), which then roll up in a hierarchy to the top of the company. The term “department” will be used in this guide. In the Adaptive Planning application, the term “plan” is synonymous with department.

➤ Please read the section above, called “Understand the Company’s Structure/Design AP Structure,” before proceeding with the Plan structure.

Create Plan Structure

The implementer should obtain a list of departments, and a tree showing how departments roll up into groups (e.g. Marketing, Sales), or any other rollup information, with something like “Corporate Plan” being at the top of the tree.

➤ Note: The same list of departments may be rolled up in more than one way. If this is the case, determine which organizational structure is the most commonly used. This is the structure which will be created in Admin, Manage your Plan Structure. The alternative rollup can be accomplished by using a plan dimension. More on this, below, in the section called “Multiple Plan Rollups.”

Import Plans

The customer should provide a spreadsheet which includes the department number, name, and the rollup structure. The sheet should look something like this:

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Dept Code</td>
</tr>
<tr>
<td>2</td>
<td>40-000</td>
</tr>
<tr>
<td>3</td>
<td>40-100</td>
</tr>
<tr>
<td>4</td>
<td>50-200</td>
</tr>
<tr>
<td>5</td>
<td>40-300</td>
</tr>
<tr>
<td>6</td>
<td>50-000</td>
</tr>
<tr>
<td>7</td>
<td>60-100</td>
</tr>
<tr>
<td>8</td>
<td>50-200</td>
</tr>
<tr>
<td>9</td>
<td>50-201</td>
</tr>
<tr>
<td>10</td>
<td>60-202</td>
</tr>
<tr>
<td>11</td>
<td>50-300</td>
</tr>
<tr>
<td>12</td>
<td>60-400</td>
</tr>
<tr>
<td>13</td>
<td>50-500</td>
</tr>
<tr>
<td>14</td>
<td>60-000</td>
</tr>
<tr>
<td>15</td>
<td>60-100</td>
</tr>
<tr>
<td>16</td>
<td>60-200</td>
</tr>
<tr>
<td>17</td>
<td>60-201</td>
</tr>
<tr>
<td>18</td>
<td>60-202</td>
</tr>
<tr>
<td>19</td>
<td>60-300</td>
</tr>
<tr>
<td>20</td>
<td>60-400</td>
</tr>
</tbody>
</table>
This is not quite the format necessary for importing into Adaptive Planning, but it contains all of the necessary information and can be manipulated in Excel. Go into Adaptive Planning and open the plan structure import template to see the required format.

**Click on Admin, Manage Your Plan Structure**

To open the plan import template, click on the "Import Plans Structure" link in the upper right corner, then click on Download Template: Plans.

The import template displays the required fields for importing plan structure. (This template would also show optional fields, depending on what has been created in the model. For example, if multiple currencies have been established, an optional field would be "Currency.")

Since there is only one identifying field for a plan, called “Name,” it is common practice to concatenate the plan number and name, and put this combination in the name field (e.g. 50-202 Accounting.)

In Excel, the Concatenate function can be used to concatenate the department number, followed by a space (or a dash), followed by the department name.
Then, this concatenated value can be transferred to the "Name" column of the plan structure import template, via copy/paste special/value. Be sure to delete any blank rows. Fill in the appropriate value in the "Rolls up to" column, for each row (copy/paste can be helpful here). Departments that roll up to the top of the company should have the name of the Corporate Plan in this field.

The plan structure can now be imported.

→ Please see the user guide called “Importing and Exporting Data” for more information on this topic.

In Adaptive Planning, the Plan Access field for each department defaults to the implementer, as shown here in this example. The implementer name is "Adaptive Planning":

---

**Required**

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name</td>
<td>Rolls up to</td>
</tr>
<tr>
<td>50-000 General &amp; Administrative</td>
<td>Corporate Plan</td>
</tr>
<tr>
<td>50-100 General Admin</td>
<td>50-000 General &amp; Administrative</td>
</tr>
<tr>
<td>50-200 Finance &amp; Accounting</td>
<td>50-000 General &amp; Administrative</td>
</tr>
<tr>
<td>50-201 Financial Planning</td>
<td>50-200 Finance &amp; Accounting</td>
</tr>
<tr>
<td>50-202 Accounting</td>
<td>50-200 Finance &amp; Accounting</td>
</tr>
<tr>
<td>50-300 Information Technology</td>
<td>50-000 General &amp; Administrative</td>
</tr>
<tr>
<td>50-400 Facilities</td>
<td>50-000 General &amp; Administrative</td>
</tr>
<tr>
<td>50-500 Human Resources</td>
<td>50-000 General &amp; Administrative</td>
</tr>
<tr>
<td>60-000 Marketing</td>
<td>Corporate Plan</td>
</tr>
<tr>
<td>60-100 General Marketing</td>
<td>60-000 Marketing</td>
</tr>
<tr>
<td>60-200 Marketing Communications</td>
<td>60-000 Marketing</td>
</tr>
<tr>
<td>60-201 Advertising</td>
<td>60-200 Marketing Communications</td>
</tr>
<tr>
<td>60-202 PR</td>
<td>60-200 Marketing Communications</td>
</tr>
<tr>
<td>60-300 Product Marketing</td>
<td>60-000 Marketing</td>
</tr>
<tr>
<td>60-400 Lead Generation</td>
<td>60-000 Marketing</td>
</tr>
</tbody>
</table>

---

---
Manually Add Plans

Alternatively, the “Add New” button can be used to add plans. This may be necessary if additional departments are to be added after the initial import has been completed and modeling has begun. (Importing a plan structure deletes any existing plan structure.)

If departments are being added this way, parent plans should be created first, followed by subordinate plans (subplans.)

For example, to manually create the Sales rollup of departments:

- Click on the plan which is to be the parent of the new plan, e.g. Corporate Plan. Choose Add New.
- Name the plan “70-000 Sales.”
- An owner must be assigned to each plan, but this can happen later, after the users have been created. (Please see the section below, called “Create Users,” for more information on this topic.) Similarly, the owner will be granted sheet access at that point. This can be skipped for now.
- Choose Accept.

Once the Sales plan has been created, the subplans below it can be created. These plans will inherit the properties of the parent department’s plan, unless otherwise changed.

† Hint: When manually creating plans, it is most efficient to add subplans in the order in which they should be listed under the parent. In other words, add the first subplan first, the second subplan second, etc.

Multiple Plan Rollups

As mentioned above, the same list of departments may be rolled up in more than one way. For example, in addition to the traditional functional rollup, a company may want to see its departments rolled up by physical location. The most commonly used rollup structure should be chosen for the basic plan structure. The alternative rollup(s) can be accomplished by using a plan dimension.

† Hint: The most efficient way to create an alternate rollup is to go through the following steps as part of the initial plan import. Alternatively, if the plans have been established without the dimension, and modeling has begun, the dimension can be added to each plan manually. This would be more time-consuming than establishing the plan dimension and including it in the initial plan import, as described below.

The first step is to create a dimension, in this example called “Location,” and populate it with the different location values. The dimension can be set up manually, or it can be imported.
Import a Plan Dimension

The customer should provide a spreadsheet which includes the dimension name, a list of the dimension values, and a rollup structure, if applicable. The sheet should look something like this:

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Locations</td>
</tr>
<tr>
<td>2</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Southwest</td>
</tr>
<tr>
<td>4</td>
<td>Phoenix</td>
</tr>
<tr>
<td>5</td>
<td>Los Angeles</td>
</tr>
<tr>
<td>6</td>
<td>San Diego</td>
</tr>
<tr>
<td>7</td>
<td>San Francisco</td>
</tr>
<tr>
<td>8</td>
<td>East</td>
</tr>
<tr>
<td>9</td>
<td>Boston</td>
</tr>
<tr>
<td>10</td>
<td>New York</td>
</tr>
<tr>
<td>11</td>
<td>Philadelphia</td>
</tr>
</tbody>
</table>

This is not quite the format necessary for importing into Adaptive Planning, but it contains all of the necessary information and can be manipulated in Excel. Note that this example contains some empty spaces in the names of the different locations. The implementer may want to remove these when transferring these values to the import template.

Go into Adaptive Planning and open the dimension structure import template to see the required format.

Click on Admin, Define Dimensions

Note: New custom dimensions and values can be imported at any time, not just during the initial model implementation. New dimensions can be imported without deleting existing dimensions. If a dimension import includes a dimension name that is already set up in Adaptive Planning but not in use, the existing dimension will be deleted and replaced with the data on the template. If a dimension import includes a dimension name that is already set up in Adaptive Planning and is in use, the import will not be completed, and there will be an error message.

To open the dimensions import template, click on the “Import Dimensions Structure” link in the upper right corner, then click on Download Template: Dimensions.
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The import template displays the required and optional fields for importing dimension structure.

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Dimension Name</td>
<td>Type</td>
<td>Dimension Value</td>
<td>Parent</td>
</tr>
<tr>
<td>5</td>
<td>Location</td>
<td>Plan</td>
<td>Southwest</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Location</td>
<td>Plan</td>
<td>Phoenix</td>
<td>Southwest</td>
</tr>
<tr>
<td>7</td>
<td>Location</td>
<td>Plan</td>
<td>Los Angeles</td>
<td>Southwest</td>
</tr>
<tr>
<td>8</td>
<td>Location</td>
<td>Plan</td>
<td>San Diego</td>
<td>Southwest</td>
</tr>
<tr>
<td>9</td>
<td>Location</td>
<td>Plan</td>
<td>San Francisco</td>
<td>Southwest</td>
</tr>
<tr>
<td>10</td>
<td>Location</td>
<td>Plan</td>
<td>East</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Location</td>
<td>Plan</td>
<td>Boston</td>
<td>East</td>
</tr>
<tr>
<td>12</td>
<td>Location</td>
<td>Plan</td>
<td>New York</td>
<td>East</td>
</tr>
<tr>
<td>13</td>
<td>Location</td>
<td>Plan</td>
<td>Philadelphia</td>
<td>East</td>
</tr>
</tbody>
</table>

The “Dimension Name” field refers to the name of the overall dimension, in this case “Location.” This should be filled in for the first row only. This first row should have nothing filled in under “Dimension Value” or “Parent.”

The “Type” field should have “Plan” filled in for all rows.

For all rows except the first row, the “Dimension Value” field should contain the different locations, e.g. Phoenix.

The “Parent” field should be filled in only on rows whose dimension values rollup in a hierarchical fashion (e.g. Phoenix rolls up to Southwest.) If there is no hierarchy within this dimension, this field should be left blank. Be sure to include a row for the parents such as “Southwest.” These rows will have nothing in the Parent field.

The “Description” field is optional.

The dimension structure can now be imported.

→ Please see the user guide called “Importing and Exporting Data” for more information on this topic.
The imported dimension should look something like this:

Manually Add a Plan Dimension
Alternatively, the plan dimension can be created by using the Add New button.
First, click on the New Dimension button. Name the dimension (e.g. “Location”) and check the Use on Plans box.

Then, use the New Value button to create the dimension hierarchy and values.

Import Plans with Dimension
The next step is to download the import plan template, according to the instructions above. If the template was downloaded before the plan dimension value was added, it should be downloaded again. This time, it will contain an optional column called “Location.”

Alternatively, simply add a column called “Location” to the previously downloaded plan import template. Make sure that the name of the dimension is exactly as it appears in Adaptive Planning.
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Obtain from the customer the mapping of location to plan. Fill in the appropriate location next to each plan. The plan import template should look something like this:

<table>
<thead>
<tr>
<th>Name</th>
<th>Rolls up to</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>50-000 General &amp; Administrative</td>
<td>Corporate Plan</td>
<td>Phoenix</td>
</tr>
<tr>
<td>50-100 General Admin</td>
<td>50-000 General &amp; Administrative</td>
<td>Phoenix</td>
</tr>
<tr>
<td>50-200 Finance &amp; Accounting</td>
<td>50-000 General &amp; Administrative</td>
<td>San Diego</td>
</tr>
<tr>
<td>50-201 Financial Planning</td>
<td>50-200 Finance &amp; Accounting</td>
<td>San Diego</td>
</tr>
<tr>
<td>50-202 Accounting</td>
<td>50-200 Finance &amp; Accounting</td>
<td>San Diego</td>
</tr>
<tr>
<td>50-300 Information Technology</td>
<td>50-000 General &amp; Administrative</td>
<td>San Francisco</td>
</tr>
<tr>
<td>50-400 Facilities</td>
<td>50-000 General &amp; Administrative</td>
<td>Phoenix</td>
</tr>
<tr>
<td>50-500 Human Resources</td>
<td>50-000 General &amp; Administrative</td>
<td>Phoenix</td>
</tr>
<tr>
<td>60-000 Marketing</td>
<td>Corporate Plan</td>
<td>New York</td>
</tr>
<tr>
<td>60-100 General Marketing</td>
<td>60-000 Marketing</td>
<td>New York</td>
</tr>
<tr>
<td>60-200 Marketing Communications</td>
<td>60-000 Marketing</td>
<td>New York</td>
</tr>
<tr>
<td>60-201 Advertising</td>
<td>60-200 Marketing Communications</td>
<td>Boston</td>
</tr>
<tr>
<td>60-202 PR</td>
<td>60-200 Marketing Communications</td>
<td>Boston</td>
</tr>
<tr>
<td>60-300 Product Marketing</td>
<td>60-000 Marketing</td>
<td>Philadelphia</td>
</tr>
<tr>
<td>60-400 Lead Generation</td>
<td>60-000 Marketing</td>
<td>Philadelphia</td>
</tr>
</tbody>
</table>

Make sure that each location exactly matches one of the dimension values. Otherwise, an error message will be displayed, saying “Invalid Dimension value.”

After a successful import, the plan structure will look the same as in the previous example, but this time the Plan Details box of each plan will display its location:
Create General Ledger Account Structure

The GL account structure can be imported into Adaptive Planning. Prior to this, however, there are a few things to consider and decisions to be made.

Entire COA, or Subset

The entire chart of accounts can be used for planning, or a shorter subset can be used instead. Either approach has advantages and disadvantages.

Scenario #1: Import the entire chart of accounts. The advantage of this approach is that users will be able to drill down into a low level of detail in imported actual data, even if that level of detail is not used for plan data. The disadvantage is that sheets may include many more accounts than are necessary for planning; this can be cumbersome and confusing. (The extra accounts can be made read only, or even hidden from a sheet, but if a sheet displays some months of actual data, the hidden accounts may include actual data. In this case, a user might see an incomplete picture of actual data.)

Scenario #2: Import a shorter subset chart of accounts. The advantage of this approach is that users do not see any more accounts than are necessary for planning. Sheets are more concise. When actual data is imported, the accounts which are not set up in Adaptive Planning can be mapped to the fewer accounts which are (e.g. if there are several T&E accounts used in the GL, but only one used in the plan, the mapping would point the several to the one.) The disadvantage of this approach is that the lowest level of detail is lost in the actual data, because several accounts are rolled into one.

These two different approaches should be explained to the customer, so that a decision can be made as to which accounts should be set up in Adaptive Planning. If the chart of accounts is not extensive, the customer may prefer to have the entire chart imported.

→ Note: Particularly in balance sheet planning, scenario #2 is often desirable. It is often the case that there are many more balance sheet accounts used in the General Ledger than are necessary for planning. One method can be chosen for P&L accounts, and another for Balance Sheet accounts. For example, import all P&L accounts but only a subset of Balance Sheet accounts.

P&L and Balance Sheet

If the customer wants to plan both P&L and balance sheet, it is most efficient to set up all of these accounts in Adaptive Planning at the beginning. This is because importing GL accounts replaces all previously existing GL accounts (and any data therein.) So if possible, all GL accounts should be imported at the beginning of the implementation. Otherwise, tedious manual account setup may be the consequence. Following is an example:

Only revenue and expense accounts are imported at the beginning, because the balance sheet is not pressing, and will be the last step of the implementation. Extensive modeling is completed in the revenue and expense accounts. The P&L model is fully built. Now, the implementer turns his attention to the balance sheet. At this point, if the balance sheet account structure were to be imported, this would replace all of the existing GL accounts. The revenue and expense accounts would be deleted, along with the modeling and data in those accounts. So at this point the implementer must manually create the balance sheet accounts.

To avoid this scenario, it is most efficient to obtain at the beginning all accounts which need to be set up in Adaptive Planning.
Account Numbering Convention

In Adaptive Planning, each account must have a code. Account codes may contain only alphabetic-numeric characters, and underscores.

Sometimes a customer’s GL codes contain other characters, such as periods, which cannot be used in Adaptive Planning, e.g., 7000.01. If this is the case, the periods must be replaced with something else, typically an underscore. This replacement can be easily accomplished in Excel prior to importing the account structure, as described below.

However, when the first import of actual data occurs, none of the account codes in Adaptive Planning will match the account codes in the GL. This can be addressed in one of two ways.

Scenario #1: Change the periods to underscores prior to each import of actual data. The advantage of this approach is that the replacement of one character with another in Excel is fairly easy to accomplish. The disadvantage is that this presents an additional step which the customer must go through, each time actual data is to be imported. One of the goals of plan setup is to simplify ongoing administration as much as possible.

Scenario #2: Map each GL account to the corresponding account in Adaptive Planning. The advantage of this approach is that once this mapping is performed, it need not be done again, and subsequent imports are simplified. This is clearly the best solution for the customer on an ongoing basis.

Import Accounts

The customer should provide a spreadsheet which includes the account number, name, and the rollup structure. The sheet should look something like this:
This is not quite the format necessary for importing into Adaptive Planning, but it contains all of the necessary information and can be manipulated in Excel. Open the account structure import template to see the required format.

**Click on Admin, Manage your General Ledger Accounts**

To open the GL account import template, click on the "Import General Ledger Accounts Structure" link in the upper right corner, then click on Download Template: General Ledger Accounts.

The import template displays the required and optional fields for importing GL account structure. There are three required fields: “Name”, “Rolls up to”, and “Code”.

**Code**
First, address the account code structure to see if any changes need to be made to the codes. As described above, for example, periods should be changed to underscores, e.g. 7000.01 should be changed to 7000_01. This can be done in Excel, by using the Find and Replace command.
There may be other adjustments necessary to the account codes, for purposes of consistency. For example, if sub-accounts are coded such as 7000_01, parent accounts should be coded such as 7000_00, instead of simply 7000. This kind of adjustment can be performed manually on the Excel spreadsheet, or by using the Concatenate command.

Other Account Code Ideas
Account codes and names in Adaptive Planning can be set up in any fashion that makes them easy to find, understand, and use in formulas and on reports. For example, Cost of Goods Sold account codes could begin with “COGS.” This isn’t exactly necessary, since when using the Formula Assistant, for example, all of the COGS accounts are listed under the group called PL COGS. But this kind of naming convention can be used if desired. The GL accounts would have to be mapped one by one to these altered accounts, but this is a one-time effort.

Name
The second field for each account is “Name.” Since only the name is displayed on sheets, it is common practice to concatenate the account code and name into one field, and put this combination in the name field (e.g. 70000_01 Salaries and Wages.)

(Reports display account names by default, but codes can also be displayed by selecting “Show Account Code” in Report Properties.)

In Excel, the Concatenate function can be used to concatenate the account code, followed by a space (or a dash), followed by the account name.
Then, this concatenated value can be transferred to the “Name” column of the GL account structure import template, via copy/paste special/value. Copy and paste the codes into the “Code” column. Be sure to delete any blank rows.

**Rolls Up To**

Fill in the appropriate account name in the “Rolls up to” column, for each row (copy/paste can be helpful here). Accounts that roll up to a top level or “root” account, e.g. Current Assets or PL Expense, should have the name of that top level account in this field. Those “root” accounts are automatically established in the Adaptive Planning application, and are displayed in italic font in the list of accounts.
Note that these “root” accounts can be renamed. If they have been renamed, be sure to use the new name in the “Rolls up to” field.

The rest of the fields are optional.

→ Please see the user guide called “Importing and Exporting Data” for more information on this topic.
After import, the GL account structure should look something like this:

<table>
<thead>
<tr>
<th>Name</th>
<th>Code</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>3000_00 Sales</td>
<td>3000_00</td>
<td>Income</td>
</tr>
<tr>
<td>3000_1 Sales Discounts</td>
<td>3000_1</td>
<td>Income</td>
</tr>
<tr>
<td>Non-Operating Income</td>
<td>Non_Operating</td>
<td>Non-Operating Income</td>
</tr>
<tr>
<td>PL COGS</td>
<td>Cost_OF_Goods</td>
<td>Cost of Goods Sold</td>
</tr>
<tr>
<td>PL Expense</td>
<td>Expenses</td>
<td>Expense</td>
</tr>
<tr>
<td>7000_00 Payroll &amp; Related</td>
<td>7000_00</td>
<td>Expense</td>
</tr>
<tr>
<td>7000_01 Salaries &amp; Wages</td>
<td>7000_01</td>
<td>Expense</td>
</tr>
<tr>
<td>7000_03 Employee Benefits</td>
<td>7000_03</td>
<td>Expense</td>
</tr>
<tr>
<td>7000_04 Payroll Taxes</td>
<td>7000_04</td>
<td>Expense</td>
</tr>
<tr>
<td>7000_05 Employee Bonus</td>
<td>7000_05</td>
<td>Expense</td>
</tr>
<tr>
<td>7000_08 Other Payroll</td>
<td>7000_08</td>
<td>Expense</td>
</tr>
<tr>
<td>7100_00 Outside Services</td>
<td>7100_00</td>
<td>Expense</td>
</tr>
<tr>
<td>7100_01 Professional Fees</td>
<td>7100_01</td>
<td>Expense</td>
</tr>
<tr>
<td>7100_02 Accounting Fees</td>
<td>7100_02</td>
<td>Expense</td>
</tr>
<tr>
<td>7100_03 Legal Fees</td>
<td>7100_03</td>
<td>Expense</td>
</tr>
<tr>
<td>Non-Operating Expenses</td>
<td>Non_Operating</td>
<td>Non-Operating Expenses</td>
</tr>
</tbody>
</table>

**Manually Add Accounts**

Alternatively, the “New Account” button can be used to add accounts. This may be necessary if additional accounts are to be added after the initial import has been completed and modeling has begun. (This is because importing a GL account structure deletes any existing GL account structure.)

→ **Hint:** When manually creating accounts, it is most efficient to add sub-accounts in the reverse order in which they should be listed under the parent. In other words, add the last sub-account first, the second-to-last sub-account second, etc. This is because each sub-account is added directly under the parent account, instead of at the bottom of any existing sub-accounts.
7. Set up Custom Dimensions

Dimensions can be set up now, if they are known, or they can be added later. Please refer to the Administrator's User Guide, specifically the section called Dimension Administration, and the User Guide called "Importing and Exporting Data" for instructions on adding dimensions.

Following are a few hints about designing dimensions:

No additional hierarchy can be attached to a dimension. Plans can be tagged with a plan dimension, to provide a secondary way to roll up the plan tree on reports. But a dimension such as Customer cannot be associated with another dimension. Therefore, it is important to design a dimension hierarchy tree to be as productive as possible.

This is particularly true when a dimension, such as Customer, is to have a large number of dimension values. When a user accesses a dimension on a sheet, the drop-down menu lists the dimension tree just as it is set up in Dimension Administration. (However, even though a dimension can be set up in a hierarchical, fashion, no hierarchy indentations will be seen by the user in the drop-down menu.)

For example, a long list of customer values can be organized alphabetically, or organized by country, or by type of user. Try to determine the organization that will be the most useful to users on sheets.
Import Actual Data

Actual data can be imported at any time during an implementation, once the departments and accounts have been set up. But even if actual data does not need to be imported before the plan rollout, it can be useful to perform an import of actual data now, for the following reasons:

- If any account mapping needs to be done, the implementer can do it now so that the administrator does not have to do it later. This mapping may require some minor maintenance going forward, but the bulk of the mapping effort will be completed after the first import. Also, this provides an opportunity to iron out any kinks in the account structure before the plan is built upon it.
- If the administrator does not understand how to obtain actual data in an appropriate format, better to learn this now when help can be provided.
- If the actual data needs to be modified prior to import, the implementer can document this so that the administrator has helpful notes going forward.

**Note:** Imported actual data resides in its own version, called Actuals. This version is created automatically upon the initial import of actual data. Subsequent imports either add to or replace existing data in the Actuals version. An import of actual data will overwrite any existing data in the intersection of a plan/account/time period. For example, if data already exists in the month of January 2007, in the plan called Marketing, in the account called Office Supplies, this data will be replaced by an import of data in that same month, plan, and account. If data is imported into an intersection of plan/account/time period which does not already contain data, this imported data will be added.

Click on the **Import** tab

Start by downloading the Import Data template.

**Please see the user guide called “Importing and Exporting Data” for more information on this topic.**
8. Import Past Plan Data

The customer may want to bring old plan data into Adaptive Planning, for any of the following reasons:

- For comparison purposes (e.g. how does revenue in the old plan compare to revenue in the new plan?)
- For trending purposes (e.g. the customer is eight months into the planning year, and wants to import eight months of actual data and four months of old plan data, then begin planning the next fiscal year in Adaptive Planning.)

Plan data can be imported at any time during an implementation, but if the data is available at the same time as the actual data, it is convenient to import both now.

Choose a Version

Plan data is imported into the currently-selected version. An import of plan data will overwrite any existing data in the intersection of a plan/account/time period. If data is imported into an intersection of plan/account/time period which does not already contain data, this imported data will be added.

Since plan data is imported into the currently-selected version, it is especially important to be careful not to import plan data into plan/account/time period intersections which contain data modeled or entered in Adaptive Planning. If modeling has already been created, the imported plan data would override the formulas or data in those plan/account/time period intersections. If plan data is imported first, and modeling occurs later, the modeling would override the imported plan data in those plan/account/time period intersections.

For this reason, consider the following solutions:

- Create a separate version whose only purpose is to hold old plan data. This way there is no danger of interfering with modeling or new plan data. Reports could be created to include time period columns from any of three (or more) versions: Actuals, Old Plan, and New Plan(s).
- Import the old plan data as if it were actual data, into the Actuals version. For example, import eight months of actual data. Then, using the Actuals import procedure, import the remaining four months of old plan data. The Actuals version would then contain eight months of actual data, followed by four months of old plan data. The old plan data could be subsequently replaced by importing of actual data after each month-end close. Columns on reports could be renamed to reflect whether the “Actuals” data is actual or old plan.

→ Please see the user guide called “Importing and Exporting Data” for more information on this topic.
9. Headcount and Related Expenses

Headcount

Once the departments and accounts have been set up, the implementer can commence with building the plan. In most cases, headcount planning is the first step.

→ Please see the user guides called “Creating Modeled Sheets” and “Allocations” for more information on the topics presented below.

Headcount Dimensions

The section above, called “Understand the Company’s Structure,” discusses how the implementer should ascertain how the company tags and sorts its personnel, e.g. by job code. Some further probing may be necessary in order to fully understand the different ways that headcount must be classified. For this reason, it is a good idea to look at the customer’s existing plan spreadsheets (or other system,) paying particular attention to formulas in the payroll-related accounts. Headcount dimensions and lookup tables may need to be established in order to calculate related expenses. Following are some examples of what this kind of exploration can reveal:

- **Salaries and Wages are planned in different accounts.** To accommodate this, a headcount dimension called “Employee Type” can contain values of “salaried” and “hourly.” Or, two different personnel sheets can be used, one for salaried headcount, and the other for hourly headcount. Either method would provide a way for a formula to capture modeled salaries separate from modeled wages.

- **Workers’ Compensation insurance is driven by salaries and Workers’ Comp codes.** To accommodate this, all headcount can be tagged with a dimension called “WC Code.” This dimension can be associated with a monthly lookup table on the personnel sheet.

- **Some employees are entitled to a company car.** To accommodate this, a headcount dimension called “Auto” can contain values of “yes” and “no.” This dimension can be associated with a monthly lookup table on the personnel sheet.

- **Different types of employees receive different types of bonuses.** To accommodate this, all headcount may need to be tagged with a dimension called “Bonus.” This dimension can be associated with a monthly lookup table on the personnel sheet.

- **Some employees receive different types of overtime pay.** Similar to the bonus dimension, to accommodate this, all headcount may need to be tagged with a dimension called “OT.” This dimension can be associated with a monthly lookup table on the personnel sheet.
Create Headcount Dimensions

Once the different headcount dimension needs have been identified, the dimensions can be created either manually, or by importing. Both processes are the same as those described above for plan dimensions, with one exception. The “Type” field can be left blank.

When Dimension Values are Percentages

Sometimes dimension values, particularly those used on Personnel sheets, are percentages. For example, Overtime % or Bonus %. Different employees can be subject to different percentages. One employee might receive a 2% bonus, while another might receive a 3% bonus, for example.

Dimension values are labels, not values. The Bonus dimension values could be set up in a few different ways. One way is to name the values such as 1pct, 2pct, etc. This is the recommended approach, because there are no issues with how the label is displayed in different places.

Another naming convention is to name the values such as 1%, 2%, etc. This is acceptable but is potentially confusing. Entering “1%” in the Dimension Value Details Name field creates a dimension value of 1%, and this is what is displayed on the drop-down menu of the Personnel sheet. But in Define Dimensions, the values are displayed as 0.01, 0.02, and 0.03. This can be confusing because the dimension value name, which is used in formulas, is actually 1% and not 0.01.

Similarly, a dimension name of .03 is displayed as .03 in the Personnel sheet drop-down menu. But in Define Dimensions, it would be shown as 0.03. This can be confusing because .03 is what must be included in a formula.

Multiple Personnel Sheets

More than one Personnel sheet may be necessary. If this is the case, it is most efficient to understand this requirement upfront, if possible, before the first personnel sheet is created. This is because when a modeled sheet is created, its account group name is chosen.
Later, the names of the sheet’s modeled accounts can be changed, but this account group name cannot. This account group name appear in formulas.

This can be somewhat confusing if a Personnel sheet is created for one purpose (e.g. to hold all employees) and is later changed to have another purpose (e.g. to hold only hourly employees.) The name of the sheet can be changed (e.g. to Hourly Personnel,) and the names of the modeled accounts can be changed (e.g. Hourly.Personnel.Salary) but the account group of the modeled accounts cannot be changed. Therefore, ACCT.Personnel.Salary would really represent only hourly salaries. This might be confusing.

The original sheet could be deleted, and a new one created in its place, but this might not be acceptable if extensive modeling has already occurred based on the existing sheet.

This issue is not significant, but is something to consider, and provides a good reason to think about multiple Personnel sheets at the beginning of the implementation.

Multiple Personnel sheets may be required for reasons such as the following, some of which have already been mentioned above:

- **Different types of employees receive raises either at different times of the year or in different percentages.** For example, full-time employees may receive raises in a fashion different from part-time employees, or contractors, for whom raises may not be planned at all.

- **Existing headcount will be frequently re-imported.** If a company has imported existing headcount, and has added planned new hires to the same Personnel sheet, all of this headcount would be deleted if existing headcount is re-imported. Existing headcount could be planned on one Personnel sheet, and new (future) headcount planned on another. The advantage of this is that existing headcount could be frequently re-imported without affecting planned new hires. The disadvantage of this approach is that users must take care to not “double-count” headcount which might have been originally planned as a new hire, but is now part of existing headcount.

Using multiple personnel sheets is a good idea when different groups of employees are treated differently for either raises and/or benefits. This way the modeled sheet’s automatic calculations can still be utilized. For other employee-related expenses, headcount dimensions on one sheet may be all that is necessary, as described above.
Create Personnel Sheets

Once any necessary headcount dimensions have been created, the benefit and raise assumptions examined, and the issue of possible multiple sheets has been considered, one or more Personnel sheets can be created. (Headcount dimensions can also be created and added to Personnel sheets later.)

Go to Admin, Manage Sheets on Plans, or Create a Modeled Sheet

Please see the User Guide on Creating Modeled Sheets for more information on this topic.

Import Existing Personnel

Planning headcount and related expenses can begin well before the import of existing headcount. If the existing headcount data is not yet available, the import can wait. If this case, it can be useful to add a few “dummy” heads in several departments to test calculations.

If the existing headcount information is available, import it now.

Click on the Import tab

Start by downloading the Import Personnel template. The source data must be formatted in a specific fashion, so some manipulation in Excel may be necessary. The Import Personnel template gives explicit instructions. Add columns for any headcount dimensions that have been created.

Please see the user guide called “Importing and Exporting Data” for more information on this topic.
**Headcount-Related Expenses**

Headcount-related expenses include salaries and benefits as calculated by the Personnel sheets. They also may include other expenses, such as overtime, bonuses, and office supplies. What these expense accounts have in common is that they are all driven in some way by either number of heads or salary/wage values.

**Link Modeled Personnel Accounts to GL Accounts**

Implementers should be sure to have a solid understanding of modeled sheets, modeled accounts, and using the Formulas tab. All of these topics are covered in the written user documentation and recorded training sessions.

The modeled salary and benefits accounts must be linked to the appropriate GL accounts with formulas.

The calculated values in the modeled accounts do not appear in any sheets or reports until a link is made to the appropriate planning accounts.

Using the **Formulas tab**, the GL salaries account (e.g. 7000_01 Salaries & Wages) in every department can be populated with a formula, linking it to the modeled account. Example:

Go to the Formulas tab, and select the GL salaries account that should display the results of the Personnel sheet calculation (e.g. 7000_01 Salaries & Wages.) Using the Formula Assistant, link the account to the appropriate modeled account with a formula (e.g. =ACCT.Personnel.Salary.)

> **Hint:** After choosing the GL account, select all the plans, using the “Select All” button. Then choose “Set Formula,” and use the Formula Assistant to create a link to the appropriate modeled account, as shown here. This will establish the same formula for this account, across all plans. Click Save when complete.
After saving the formula this way for all plans, the screen will look like this:

Note: Once an account’s formula is set up this way, if a new plan is later added, the formula will be added to the new plan.

Repeat this exercise for other GL accounts which should be linked to the personnel sheet(s), e.g. Benefits expense.

Personnel Audit Sheet

If multiple Personnel sheets have been created, and the resulting calculated salaries and/or benefits are linked to multiple GL accounts, it can be useful to create an audit sheet to ensure that all of the calculated (modeled) values are included in GL accounts. Create a standard sheet that displays the modeled and GL salary/wage accounts, and the modeled and GL benefits accounts. The modeled account totals should equal the GL account totals. (This sheet can be a plan-independent sheet, which is useful if only the administrator needs access to it.)
Create Formulas for Other Headcount-Related Expenses

Now is a good time to set up formulas for any expenses that are driven from headcount in any way. Usually these expenses are calculated the same way for all (or most) departments, so the Formulas tab is the place to create the formulas.

First identify all of the expenses which are driven by either headcount or salary/wage values, and consider the formulas. Some of these formulas may rely on headcount dimensions, used on the Personnel sheets. Several such examples are listed above, in the section called “Headcount Dimensions.”

Create Assumptions

Some of these calculations may require the use of global assumptions. If this is the case, go to Admin, Manage your Assumptions to create the assumptions, then go to the Assumptions sheet to populate them with values or formulas.
Use the Formulas Tab

Following are a few illustrations of using the Formulas tab to create calculations for headcount-related expenses:

- **Office Supply expense** is driven by headcount $\times$ a standard amount. The formula is:
  \[
  \text{ACCT.Total Headcount} \times \text{ASSUM. Off Supp per Hd}
  \]

- **Auto expense** is driven by headcount who have been tagged with Auto = Yes $\times$ a standard amount. The formula is:
  \[
  \text{ACCT.Total Headcount[Auto=Yes]} \times \text{ASSUM. Auto Exp per Hd}
  \]
  
  **Hint:** [Auto=Yes] must be typed into the formula; it cannot be chosen using the Formula Assistant. For this kind of qualifier, use square brackets. The name of the dimension (in this case, “Auto,”) must exactly match the name as set up in Dimensions. The dimension value (in this case, “Yes,”) must exactly match one of the values as set up in Dimensions. These names and values are not case-sensitive.

- **Bonus expense** is driven by salaries of employees who have been tagged with a Bonus% dimension. There are three different dimension values in the Bonus% dimension: 1%, 2%, and 3%. The formula is:
  \[
  (\text{ACCT.Total Salary[Bonus%=1pct]} \times .01) + (\text{ACCT.Total Salary[Bonus%=2pct]} \times .02) + (\text{ACCT.Total Salary[Bonus%=3pct]} \times .03)
  \]
Create Expenses Sheet

A standard Expense sheet can be created at any time during the implementation, but now is a good time because it can be used to check the results of the headcount-related formulas. Mistakes can be made in the Formulas tab during the creation of calculations, especially when formulas contain qualifiers such as [Bonus%=0.01]. Make sure that there is some real or “dummy” headcount in the plan, tagged with at least one of each possible dimension value, so that calculations can be checked for accuracy.

Go to Admin, Manage Sheets on Plans, or Create a Standard Sheet

For more information on this topic, please see the User Guide for Administrators, in the section called Sheet Administration.

Hint: Add an extra group at the bottom of the Expense sheet to included modeled headcount. This will allow department managers to view their headcount detail at the bottom of the sheet.

Troubleshoot Formula Errors

Go to the Expenses sheet for the Corporate Plan rollup, and look at the expenses that contain formulas. If there is a problem with any formula, the cells in that account will be red and will display f(x)? Cell Explorer can be used to drill down into an underlying cell, in order to see an error message such as "Invalid Formula Syntax."

Return to the Formulas tab for this account, and check the formula for accuracy.
10. Other Expenses

In some implementations, there are no expenses to be modeled outside of headcount-related expenses. Others, however, may have other expenses modeling needs, such as:

- **Travel** expense as a function of number of trips, air fare and hotel rates, etc. (This may have already been considered during analysis of headcount-related expenses.) Consider creating a standard sheet called Travel. Include on this sheet custom accounts called “Number of Trips,” “Days per Trip,” etc. as shown below. Then, using formulas, link the appropriate travel GL accounts to these drivers. Managers would enter their drivers on the travel sheet, and the travel GL accounts, shown on the Expense sheet, would be read-only.

<table>
<thead>
<tr>
<th>Expenses (Travel)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Accounts</strong></td>
</tr>
<tr>
<td>Travel Drivers</td>
</tr>
<tr>
<td>Number of Trips</td>
</tr>
<tr>
<td>Days/Trip</td>
</tr>
<tr>
<td>5000 Travel and Entertainment</td>
</tr>
<tr>
<td>Airfare</td>
</tr>
<tr>
<td>Hotel</td>
</tr>
<tr>
<td>Rental Cars</td>
</tr>
<tr>
<td>Meals</td>
</tr>
<tr>
<td>Other Travel &amp; Ent</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

- **Rent** expense as a function of occupied square footage
- Property tax expenses as a function of occupied square footage and tax rates
- Commissions and marketing expenses as a function of sales (these calculations may have to wait until the revenue model is built)
- **Allocations** (please see the user guide called “Solution: Allocations” for more information on this topic.)

The need for modeling these other expenses can be discovered by interviewing the customer, and by exploring the previously-used spreadsheets or other planning system.
11. Capital Planning & Depreciation Expense

Capital spending and depreciation expense modeling can occur at any time during the implementation, once departments and accounts have been created. This planning is usually less significant than headcount planning, both in terms of modeling effort and importance to the customer.

The implementer should have answers to the following questions:

- Which departments are involved in capital planning (in other words, which departments need access to the Capital sheet)?
- What are the asset classes (e.g. Computer Hardware, Software, Office Furniture & Equipment, Leasehold Improvements)?
- What is the depreciation method used for each asset class?
- Which departments plan depreciation expense? (Some companies have individual departments planning capital expenditures; those departments’ expense plans then include the resulting depreciation. Other companies might have many departments planning capital expenditure, but all the depreciation is planned in one overhead or G&A department.)
- Is accumulated depreciation on the balance sheet planned by asset class, or in one amalgamated total? (Most companies are not interested in asset class break-down of depreciation expense or accumulated depreciation. If this level of detail is desired on the balance sheet in accumulated depreciation, then depreciation expense must also be planned that way. This is unlikely but is important to ask. The implementer may want to steer the customer away from this level of detail.)

The customer should be asked to provide a depreciation schedule for existing assets, already owned by the company. This should include depreciation expense by department and account (and by asset class, if necessary; see previous question.)

Create the Capital Sheet

Once the above questions have been answered, and depreciation patterns set up, the Capital sheet can be created. Normally one Capital sheet is sufficient. (Depreciation patterns can also be created and added to Capital sheet later.)

Go to Admin, Manage Sheets on Plan, or Create a Modeled Sheet

For more information on this topic, please see the User Guide for Creating Modeled Sheets.

In order to test depreciation expense formulas (to be set up next), populate the Capital sheet with some “dummy” data.

Hint: Explain to the administrator that asset purchases can be planned either by cost x units, or by asset value x cost of $1.
Create Depreciation Accounts

Depreciation will be planned in two separate ways. Depreciation on existing assets will be entered or imported, based on information from an asset-tracking system. Depreciation on future (planned) assets will be automatically calculated by the Capital sheet. Therefore, required are either two splits within one depreciation account, or two separate depreciation accounts.

The most efficient solution is usually two separate depreciation accounts. This is because a formula will need to be written to link the GL depreciation account to the modeled depreciation account. This formula will likely need to reside in many or all departments, so the Formulas tab should be used. The Formulas tab cannot be used to set up formulas in splits. The solution using splits would require that the same formula be created on the expense sheet for each applicable department.

Create two sub-accounts under an existing depreciation account. Name one something like “Deprec Existing Assets” and the other something like “Deprec New Assets.”

<table>
<thead>
<tr>
<th>7900_00 Deprec &amp; Amort</th>
<th>7900_00 Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td>7900_10 Depreciation</td>
<td>7900_10 Expense</td>
</tr>
<tr>
<td>7900_11 Deprec Existing Assets</td>
<td>7900_11 Expense</td>
</tr>
<tr>
<td>7900_12 Deprec New Assets</td>
<td>7900_12 Expense</td>
</tr>
</tbody>
</table>

**Hint:** Name the first new sub-account “Deprec Existing Assets.” This is because any values that reside in a non-rollup account will be moved to the first new sub-account. Therefore, if there are any actual or old plan values in the original depreciation account, they will be moved to the first new sub-account, “Deprec Existing Assets.”

Link Modeled Depreciation Accounts to GL Accounts

Please see the section above under “Headcount” about linking modeled personnel accounts to GL accounts. The process for linking modeled depreciation to GL depreciation is similar.

Go to the Formulas tab, and select the new account “Deprec New Assets.” Select All, and use the Formula Assistant to create a formula like this: =ACCT.Total_Depreciation

Be sure to reference the modeled account which summarizes all depreciation from all asset classes on the Capital sheet. (If depreciation expense and accumulated depreciation need to be planned by asset class, set up a separate GL sub-account for depreciation for each asset class. Link each sub-account to the appropriate asset class depreciation, e.g. =ACCT.Off_F_and_E.Depreciation etc.)
Hint: If an additional Capital sheet is to be used for Prepaid expenses and the resulting amortization, be sure to exclude that amortization from this depreciation formula. In this case it would be inaccurate to include all modeled depreciation from all Capital sheets. Be sure to include only modeled depreciation from non-prepaid Capital sheets. For more information on this topic, please see the section below called “Balance Sheet, Prepaid Expenses.”

Enter Depreciation of Existing Assets

It is not necessary at this point to have accurate numbers in the plan for depreciation on existing assets. But the implementer should make sure that the administrator knows how to obtain these numbers in the desired format. It would be a good idea to document in the customer notes the information regarding the different depreciation accounts and how they are used.

In the meantime, dummy numbers can be entered into this account. This will be helpful when building the balance sheet and testing accumulated depreciation calculations.

Note: A Capital sheet can also be used to plan prepaid expenses and the resulting amortization of those expenses. Please see the section below under “Balance Sheet,” called “Prepaid Expenses,” for more information.
12. Revenue Planning

Revenue planning varies widely from customer to customer. Most implementations will take advantage of one or more Sales sheets, especially if balance sheet planning is going to be included. (The automatic calculations inherent in the Sales sheet are useful in driving Accounts Receivable.)

**Sales Dimensions**

Even in the simplest revenue implementations, customers usually use one or more sales dimensions to sort and subtotal sales data. Examples include Customer, Channel, Product Line, Region, and Project.

Sales dimensions can be created either manually, or by importing. Both processes are the same as those described above for plan dimensions, with one exception. The type of dimension can be left blank if it is to be used only on a modeled sheet like Sales.

**Revenue and Invoicing Spreads**

The sales sheet may need to include spread lookup tables for revenue recognition and/or invoicing timing.

When building revenue recognition and invoicing spreads, consider when the pattern begins. For example, a pattern may have revenue spread over three months following the booking. Does the revenue recognition begin in the month of booking, or the month after the booking? If it is the latter, the pattern would have a four-month range with zero in the first month, and 1/3 in each of the next three months.

**Multiple Sales Sheets**

More than one Sales sheet may be advantageous. Please see the section above, called “Multiple Personnel Sheets,” to understand why it is most efficient to understand this need upfront, prior to creating the first Sales sheet.

All of a company's sales planning needs could be met by using one Sales sheet, because a Sales sheet can utilize multiple dimensions and patterns, and the sheet can be available to multiple sales managers. There are no confidentiality issues, because each sales manager would see only his own data. There are no currency exchange issues, because each department would be planning sales in its own currency, and conversion occurs automatically as the data is rolled up.

However, multiple Sales sheets may be desirable for reasons such as the following:

- **Different sales departments use different dimensions.** For example, US Sales plans by customer and project, but UK Sales plans by product and region. All four dimensions (customer, project, product and region) could be included on one Sales sheet, but this could be confusing. It might be less cluttered for each sales manager to see only the dimensions necessary for planning in his department.
Different types of sales use different patterns. For example, one type of business has revenue recognized 50% upfront when the contract is booked, 25% upon completion of the implementation, and the rest ratably over the life of the contract. Invoicing is spread between contract booking and completion of implementation. Another type of business (e.g. software maintenance) has revenue recognized ratably over the life of the contract. Invoicing occurs up front. All of these patterns could be included on one sales sheet, and if the volume of planned business is small, this wouldn’t be a problem. However, if the volume of planned business is extensive, it might be most efficient to separate the two types of business into two Sales sheets, for organizational purposes. Each sheet would have access only to the patterns necessary for that type of business.

Some sales are planned by units x price, some just by dollars. One Sales sheet can contain some rows which are planned as units x price, and other rows which are planned as booking value x price of $1. Combining these two methods on one sheet is not a problem as long as units are not used elsewhere in the plan. If, however, units are an important driver of cost of goods sold, for example, then these two methods should not be combined in one sheet. One Sales sheet can be created for the units x price type of business, and another for business which is not a function of units. This separate-sheet system will preserve the integrity of the unit values, which can then be used to drive other values in the plan.

Different types of sales are planned in different GL revenue accounts. For example, Division A uses separate revenue accounts than Division B. One Sales sheet could be used, and data could be segregated by using a dimension called something like “Division.” This would allow formulas to capture modeled revenue by division. However, a better solution might be to create a separate Sales sheet for each division. This way, the extra dimension is not needed. Division A revenue is driven by Division A Sales sheet, and so forth. Again, this is simply an organizational device.
Create the Sales Sheets

Once any necessary sales dimensions and patterns have been created, and the issue of possible multiple sheets has been considered, one or more Sales sheets can be created. (Sales dimensions and patterns can also be created and added to Sales sheets later.)

Go to Admin, Manage Sheets on Plan, or Create a Modeled Sheet

For more information on this topic, please see the User Guide for Creating Modeled Sheets.

Sorting and Subtotaling Sales Data

Once detail on the Sales sheet has been tagged with various identifiers (e.g. product, regions, project,) this data can be sorted and subtotaled by any of those identifiers. The data that can be sorted and subtotaled includes values in all of the modeled accounts associated with the Sales sheet, e.g. Units, Discount, Bookings, Booked COGS, COGS (recognized), Revenue, and Invoice.

Reports can be created to sort and subtotal any of these modeled accounts by any of the sales dimensions. In this way, it is possible to view, for example, revenue by product and by region, or bookings by project, or units by product line, and so forth. Multiple modeled accounts and multiple dimensions result in a large number of possible data permutations. These are all easily accommodated using reports and these modeled accounts.

Link Modeled Accounts to GL Revenue Accounts

Until some formulaic links are established between modeled accounts and GL accounts, none of the data from the Sales sheet is part of the P&L. There are some decisions to be made about how much revenue detail is necessary on the P&L itself. The simplest scenario would be to link one revenue account to the modeled account called “Total Modeled Revenue from Sales Sheet(s).”
This would result in all of the revenue calculated by the Sales sheet going to the P&L, which is probably accurate. However, users would have no ability to drill-down from the P&L report into underlying detail by channel, customer, product, project, etc. This may be acceptable, since that detailed information is available on separate reports, which sort and subtotal the modeled accounts from the Sales sheet.

It is important for the implementer to understand how much revenue detail (sorted and subtotalled by which identifiers) is necessary on the P&L report itself. Whatever that level of detail is, it must be built into the links between modeled and GL revenue accounts.

For example, consider a company that plans sales using dimensions called Product Line, Region, Type, and Project. On the P&L, the level of desired detail is revenue by product line. (Again, revenue can be sorted and subtotalled in a variety of other ways, using other reports and modeled revenue accounts.)

In order to capture revenue by product line on the P&L, the GL revenue accounts must contain product line detail. Create a revenue sub-account for each product line. The following sections will describe how to link these accounts to the modeled Revenue accounts for each product.

Create a Standard Revenue Sheet

Often a Sales sheet is used by one sales department. If this is the case, then the formulas linking modeled accounts to GL accounts can be created on a standard sheet, instead of using the Formulas tab. (Even if the Formulas tab is going to be used to create formulas, it is still a good idea to create this sheet for audit purposes, as described below.)

Create a standard sheet called something like “Revenue.” Include in it all the GL revenue accounts, and all the modeled revenue accounts. The purpose of this will be to compare one group to another, to make sure that all modeled revenue is being reflected somewhere in the GL.
Hint: If there is more than one Sales sheet, for reasons as described above, it may be desirable to have more than one standard Revenue sheet. For example, if Division A uses one sales sheet and Division B uses another, and they use separate revenue accounts, two standard Revenue sheets are not necessary but might be most efficient.

Then, on the standard Revenue sheet, use the plan selector to go the department which uses the Sales sheet (e.g. the Sales department.) Or, in the case of multiple departments using the Sales sheet, go to the Sales rollup department, or the Corporate Plan department, in Edit Plan mode. In this case, be sure to use [rollup=Yes] in formulas. (Or, go to the Formulas tab and create the formula in all departments which are involved in sales planning.)

Create a formula in each product-specific revenue account, such as this:

\[ \text{ACCT.Total_Revenue[Product=Product A]} \]

This formula references total revenue from all Sales sheets, for Product A. \[\text{Product=A}\] must be typed into the formula.

It may be that only one Sales sheet is referenced in the formula, as in the case with different Sales sheets going to different revenue accounts. In this case, Product A can be chosen in the Filter section of the Formula Assistant. Be sure to click on Select after choosing the dimension. Then click “Insert” to include it in the formula.

When the formulas are complete, use the Revenue sheet to check the total of the GL revenue accounts against the total of the GL modeled accounts. The totals should equal one another. If they do not, check the GL revenue account formulas to make sure that all of the modeled revenue is included.
The purpose of this sheet could be expanded to display all of the calculations resulting from the Sales sheet(s.) In this case, name the sheet something like “Sales Summary.” Include the modeled accounts which summarize units, bookings, invoicing, revenue, and even cost of goods sold, if desired.

**P&Ls Using Modeled Accounts**

A company may want to see its revenue sorted and subtotaled more than one way, on more than one P&L. For example, the same company described above also wants to see a P&L with revenue sorted by project. This can be accomplished by creating a P&L which uses modeled revenue accounts (instead of GL revenue accounts) to subtotal revenue by project.

Because the standard revenue sheet has been used to confirm that GL revenue equals total modeled revenue, one can be confident that this alternate P&L displays the correct total for revenue.

**Using Custom Accounts to Summarize Sales Data**

Custom accounts can also be created to summarize data from sales sheets. These accounts can gather sales sheet data based on a dimension such as “product”, or even on the row label if further splits have been planned within that product dimension. These accounts can then be displayed on a standard sheet called something like “Sales Summary,” or on reports.

**Hint:** To avoid confusion about what kinds of accounts are being displayed on sheets and reports, use a naming convention to differentiate custom accounts from GL accounts. For example, name a custom account “cRevenue Project 1.” The small letter “c” at the beginning of the account name identifies it as a custom account.

**Hint:** For more ideas on this topic, please see the User Guide called “Solution: Top-Down and Bottom-Up Sales Planning.”
Drive Expenses from Sales

The sales plan can be used to drive expenses, such as a marketing expense called Lead Generation Programs. For example:

- This planned expense is to be calculated as the monthly number of new leads * $0.75.
- New leads are calculated as 10% of the Product A unit forecast 3 months out, plus 20% of the Product B unit forecast 2 months out.

Following is a step-by-step demonstration of how this can be set up.

1. Unit forecasts are entered into the Sales sheet. Each item is tagged with a product, as described above. In this case, the Sales sheet uses the units x price method of planning.

2. The next step is to create an assumption to calculate the number of sales leads required in order to generate the planned level of bookings. This calculation is:

   \[ \text{Leads Required} = \text{ACCT.Sales.Units}[\text{time=THIS+3, rollup=yes, Product=Product A}] \times 0.10 \]
   \[ + \text{ACCT.Sales.Units}[\text{time=THIS+2, rollup=yes, Product=Product B}] \times 0.20 \]
3. Finally, an expense item is created in the Marketing plan, in a marketing expense account, calculated as the monthly number of new leads * $0.75.

13. Create Users

User set up can occur at any time during the implementation. Setting up users is not difficult; in many cases the administrator assumes responsibility for this after the model is completed.

The number of authorized users can be found on the user’s contract. Also, a user whose login begins with “adaptive” (e.g. adaptive@xyzcorp.com) can find the number of users in Admin, Company Setup, Setup Details.

The Adaptive Planning application does not limit the number of users that can be created. (If a customer creates more users than allowed per the contract, they will be invoiced accordingly.)

Only the user whose login begins with “adaptive” has the ability to delete users. This is usually the login of the implementer.

Since each user must be assigned a role, the Roles and Permissions should be set up first. Then the users can be created, roles and plans assigned to them, and sheet access granted.

→ For more information on this topic, please see the User Guide for Administrators, in the section called “User, Role, and Permission Administration.”
14. Create Reports

Reports can be created at any time during the implementation. The implementer should review the customer's existing reports to determine reporting requirements. Most of the time the reports which need to be created are different views of a P&L. The balance sheet and cash flow statement already exist in sheets, but may also be set up in reports to take advantage of additional formatting available there.

Click on the Reports Tab

→ Please see User Guide called “Reporting” for more information on this topic.

Net Income & Other Metric Accounts

Adaptive Planning does not automatically calculate Gross Margin, Net Operating Income, Net Income Before Taxes, Net Income, etc. In order for these calculations to appear on reports, or to be included on the balance sheet, or to be included in other calculations, they must be created and their formulas defined.

The best place to create these calculations is in metric accounts. This is because metric accounts (which must always contain a formula) perform calculations in a slightly different fashion from other accounts.

GL and custom accounts sum the parts of a formula before evaluating the formula. For example, consider the following gross margin percentage calculation:

=DIV((ACCT.Income-ACCT.Cost_Of_Goods_Sold),ACCT.Income)

If this calculation were set up in a custom account, the system would divide (income minus cost of goods sold) by income for each plan, and then add these results together. But if the calculation is set up in a metric account, the system first rolls up revenue for the entire plan, and then rolls up g for the entire plan, then performs the calculation specified in the formula. This way of calculating gross margin percentage is more appropriate. Because of this, metric accounts are particularly appropriate when the account’s calculation includes division and is to be performed at the corporate level.

Following are some examples of this type of metric account, and sample formulas:

Gross Profit (Loss)      ACCT.Constr_Rev-ACCT.Cost_Of_Goods_Sold
Income (Loss) from Ops   ACCT.Gross_Prof_Loss-ACCT.Expenses
Income Before Taxes      ACCT.Inc_from_Ops+ACCT.Oth_Inc_Exp
Net Income(Loss)         ACCT.Inc_from_Ops_by_Acct+ACCT.Non_Operating_Income-
                        ACCT.Non_Operating_Expenses

→ Hint: Organize these metric accounts by creating a group called something like “Profit/Loss Metrics.”
Then, in the report builder, select these custom accounts to be included on P&Ls.

**Compound P&L**

A compound P&L is one whose rows are a combination of departments and accounts. The report row structure might look like this, for example:

- **Revenue:** A range of income accounts
- **Cost of Goods:** Certain departments, plus some accounts from other departments
- **Operating Expenses:** Operating departments, plus some accounts from other departments

In Adaptive Planning reports, the rows axis can contain departments and accounts, but this selection is for the entire axis. A report cannot have departments in the first nine rows, followed by accounts in the next seven rows, followed by departments in the remaining rows, for example.

The solution to creating a compound P&L is to use custom accounts.

**Hint:** First, in custom accounts, create a group called something like "Custom Accts for P&L" as an organizational device.
The starting point for the compound P&L in Adaptive is a report with accounts in the rows axis. A custom account must be created for each row on the compound P&L which refers to departments, or a combination of accounts from multiple departments. Then, the report is built using a combination of GL and custom accounts in the rows axis. The GL accounts can be drilled into, but the custom accounts cannot. (Separate reports can be created for those pieces – reports with departments in the rows axis, and the custom account(s) in the filter. The rows in these reports can be drilled into.)

Continuing the example above, the Revenue section of the report does not require any custom accounts, because it displays accounts. GL accounts will meet this need.

However, custom accounts will need to be created for all the rows in the Cost of Goods Sold section, which refer to specific departments. For example, there are three departments which roll up into COGS, departments 40-100, 40-200, and 40-300. Create three custom accounts, with names and formulas such as this:

- 40-100 Expenses = ACCT.Op_Exp (in department 40-100 only)
- 40-200 Expenses = ACCT.Op_Exp (in department 40-200 only)
- 40-300 Expenses = ACCT.Op_Exp (in department 40-200 only)

When creating the custom account, click on the link to set plan values and formulas.

When these accounts are placed in the rows axis of the compound P&L, they will be viewed at the total company (rollup) level. But each one will still display the results of the formula for one department each.

For rows on the P&L which represent an account across several departments, a slightly different approach is used in the custom account formula. Continuing the example above, the operating expense section of the compound P&L contains some rows which sum values from accounts across several departments.
Create the custom account as described above. Then, in the Formulas tab, place the formula (e.g. = ACCT.40_000) in each appropriate department. Remember that on the P&L, this custom account will be viewed at the total company (rollup) level. The account total will sum the results of the formula across more than one department.

Once the custom accounts and their formulas have been created, they can be chosen in the rows axis of the compound P&L, along with GL and metric accounts. As described above, in the report builder, place accounts in the rows axis.

→ **Hint:** Create separate metric accounts to calculate Gross Margin, Net Income, etc. for this compound P&L. In the metric account formulas, use the accounts (GL and custom) which are to be displayed on this particular report. This way, these calculations are sure to reflect the values on this report.

→ **Hint:** For auditing purposes, create another P&L, with a traditional account sort. In the rows axis, place all of the GL and metric accounts necessary to complete a P&L by account, as shown in this example: The metric accounts (e.g. Net Income) used in this P&L reference the accounts shown on this report in their formulas. Compare the bottom line (Net Income) of this P&L to the bottom line of the Compound P&L. They should equal one another. If they do not, check the formulas in all the metric accounts to make sure they are accurate. Also check the combination of GL and custom accounts used on the compound P&L, to make sure their formulas are accurate, and no revenues or expenses are being left out of the compound P&L.

15. **Balance Sheet/Cash Flow**

Please see the separate user guide called *Implementation Guide for Administrators: Creating a Balance Sheet and Cash Flow Statement.*