Pacific Gas and Electric Company’s BPC Projects

Darin Lemos
PG&E Solution Architect
Agenda

- PG&E Overview
- Case for Change
- Solution Selection
- Implementation Approach
- Solutions Examples
- Lessons Learned
Introduction

- Darin Lemos –
  - Solution Architect for Finance and Enterprise Performance Management systems
  - Responsible for PG&E’s Finance Technology Roadmap
  - 9 years at PG&E
  - Prior manager of PG&E’s BW Center of Excellence
  - Experience managing SAP Financials support teams for three major companies (Utilities, Oil & Gas, Retail)
  - Participated in five SAP implementations
  - Began SAP design and configuration in 1993
PG&E Overview

- Incorporated in California in 1905
- Headquarters in San Francisco
- Subsidiary of PG&E Corporation
- One of the largest combination natural gas and electric utilities in the United States
- Approximately 20,000 employees
- Provides natural gas and electric service to ~ 15 million people
- 70,000 square-mile service area in northern and central California.
- Regulated by the California Public Utilities Commission
Electric Systems

- 123,054 circuit miles of electric distribution lines
- 18,610 circuit miles of interconnected transmission lines
- 5.1 million electric customer accounts.
- 4.6 million electric SmartMeters™ installed
Gas Systems

- 40,123 miles of natural gas distribution pipelines
- 6,136 miles of transportation pipelines
- 4.2 million natural gas customer accounts
- 4 million gas SmartMeters™ installed
Power Generation & Supply

- 68 hydro powerhouses generating 3,896 megawatts
- 2 nuclear units generating 2,200 megawatt
- 3 natural gas plants generating 1,400 megawatts
- 15.9% of electricity supplied from renewable energy sources
What We Are Doing

Putting Energy Efficiency First

Clean Energy Solutions

Fighting Climate Change

Greening Vehicles

Promoting Stewardship

Community Programs

Buildings and Operations

WeCanDoThis.com
SAP Landscape

- SAP implemented in 1996
- Single production instance of ECC 6.0 Enhancement pack 5
- FI, CO, SD, MM, SRM, HR, WM, FERC, PPM, EWM
- SAP BW 7.02 with 4 Tb of data

- BOBJ Licensed 2007/08
- Enterprise Query Reporting and Analysis
- Business Planning and Consolidations (BPC)
  NetWeaver 7.5
- Strategy Management (SSM)
- Profitability and Cost Management (PCM)
Case for Change: Planning

Our budgeting, planning, and forecasting processes are slow, laborious, and disjointed. These factors hinder our vision to be a world class finance organization.

- Extensive ad hoc “spread sheeting” and manual work effort
- Decentralized technology; data structure is ad hoc, sporadic and results in numerous reconciliations
- Lack of efficient and effective capability to perform rigorous analysis
- Lack of integration between strategic, financial, capital, operational and resource planning
- Current system has performance issues and vendor is phasing out the product
Gap Analysis

**Problems**

- Current planning process is not consistent and not rigorous enough to deal with increasingly complex financial issues and turnaround times required.
- Budget planning, forecasting, and reporting processes have a high degree of manual and offline input, collaboration & analysis.
- These factors lead to a lack of accurate and timely analysis supporting decision support, as well as misses in expense and capital forecasts.
- The existing PCC and Order Detail Planning module is inefficient, slow, and limited in capability.

**Solutions**

- Enhance planning and forecasting processes, with a focus on standardization where appropriate.
- Replace offline planning models, with an integrated tool for short and long term planning, budgeting, forecasting, and reporting.
- Integrate with other systems to streamline data transfer and automate a majority of enterprise level reporting.
- Enable 1) driver or activity based planning, 2) scenario building, 3) real time status updates 4) online collaboration, and 4) transparent financial and planning data.
Vision

Improve the outcomes of our budgeting, planning, and forecasting processes with the aid of a better, integrated planning system (IPS).

- Reduce Budget Cycle Time
- Lay the Foundation for Driver Based Planning to Improve Forecasting and Analysis
- Provide for Better Financial Insight
Key Objectives for IPS

1. Reduce Planning, Budget, and Forecasting Cycle Time (Annual, Quarterly, Monthly)
   - Achieved through more flexible, faster, and intuitive planning system
   - Enable online collaboration and process/work flow for more efficient planning
   - Eliminate offline spreadsheet planning which requires re-keying into the system of record
   - Make calculations and assumptions transparent for increased understanding
   - Elimination or reduction of manual data reconciliation efforts

Example: Annual Budget Process

Current

- Consolidate/Analyze Priorities
- Set Targets
- Offline Planning
- Budget Revisions
- Rekey & Reconciliations
- Analysis

Future

- Analyze Priorities
- Set Targets
- Online Planning
- Budget Revisions
- Analysis
Key Objectives for IPS

2. Employ Driver Based Planning to Improve Forecasting and Analysis
   - Utilize driver based approach to improve forecasting quality and accuracy
   - Translate drivers into tangible objectives and measures
   - Drive the desired behaviors and evolve to address specific needs.
   - Improve understanding of variances (e.g. cost versus volume)

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<thead>
<tr>
<th>10 poles</th>
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<td>3 hours crew</td>
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<td>1 * $45 = $45</td>
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3. Provide for Better Financial Insight

- Link strategic planning, annual planning, performance reporting and forecasting more closely
- Carve out time for activities that promote insight
- Insight from re-forecasting and re-planning
- Visibility into underlying assumptions
- Insight from greater collaboration
- Make informed decisions quickly
- Rapidly drill down to details
Future State IPS

1. Move all offline, spreadsheet processing onto an online, robust integrated planning system
2. Upgrade outdated SAP budget planning module
3. Provide for integration of data

**Utility Finance:**
- Business Unit Planning
- Revenue & Corp Items Planning
- Cash Planning
- Budget Setting & Prioritization
- Financial Analysis
- Financial Reporting
- Regulatory Planning & Support

**Integrated Planning, Budgeting, Reporting**
- Access real time & centralized data
- Process flow enablement
- Elimination of rekeying activity
- Integrate operational system data
- Transparency of calculations

**Business Units**
- Operational Systems
- Operational Reporting

**Accounting**
- Consolidation & External Reporting
- Manual Adjustments

- Modeling & scenario
- Support of multiple hierarchies
- Improved User Interface
- Enhance drill down & analysis
- Less dependent on IT support
Planning Process Maturity

Enterprise Planning & Budgeting

- Enterprise Goals & Business Priorities
- Budget Development
- Enterprise Budget Prioritization
- Budget Management
- Quarterly Business Review
- Long Range Planning

Detailed Planning

- Business Unit
- Corp Items
- LOB Budget Prioritization
- Unit or Activity Based Planning
- Functional Area Specific Planning Model
- PCC Planning
- Unit or Activity Based Planning
- Order Detail Planning

Forecasting

- Driver Based Forecasting
- Functional Area Specific Forecasting Model
- Develop, Review, & Approve Forecast
- Variance Analysis & Remediation

Reporting & Analysis

- Financial Reporting (EPS/ECS, F&BH, etc)
- Blue Book / Green Book
- Business Unit Specific Guidance
- External Guidance

Regulatory Support

- GRC Financial Data Mgt
- FERC Translation
- Rate Case & Other Filing Support

**Key**
- Red = Not Well Defined/Documented, Needs Significant Design Work
- Amber = Defined Process, Could be Optimized
- Green = Well Defined/Documented Process, Only Minor Enhancements Needed
We need to strategically employ technology or there will be a proliferation of localized solutions.

- **Historical Examples:**
  - Different Project Management Systems: PPMC, MS Project, Primavera, PSRS
  - Different Governance, Risk, and Compliance Systems for: SOX, NERC, Internal Audit

- **Investment in Disparate Systems creates:**
  - Increase in operations and maintenance costs
  - Increase in headcount to manage info from disparate systems
  - More difficulty in getting “one version of the truth”
  - Increase in sources of error

**Diminished likelihood for adoption of integrated system over time**
Solution Requirements

- Easy and intuitive Graphic User Interface
- System and Application Performance
- Process Standardization
- Analytical Capability
- Processes Automation
- Efficiency and Collaboration
- Data accessibility & integration
- Transparency of underlying data (e.g. assumptions, formulas)
- Flexible Customization, Enhancements & Configuration Changes
- Security & Audit (e.g. secured dimensions based on cost center)
## Solution Options

<table>
<thead>
<tr>
<th>Solution Highlights</th>
<th>BusinessObjects Planning &amp; Consolidation System</th>
<th>Oracle Hyperion Planning</th>
<th>UI Planner</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Solution Highlights</strong></td>
<td>Planning and consolidation application that provides Excel based interface and utilizes SAP BW as data store.</td>
<td>Market leading financial planning applications with imbedded best practices and broad support based on Essbase database.</td>
<td>Utility industry leading financial planning application with strong financial modeling functions</td>
</tr>
</tbody>
</table>
| **Pros** | • Most user friendly interface (Excel)  
• Standard integration with SAP at database level (BW)  
• Solid core functionality  
• Integrated business process flows  
• Large user base (non-BW version) | • Existing consolidation solution  
• Market leader  
• Mature product  
• Comprehensive functionality  
• Plentiful implementation partners | • Existing financial modeling solution  
• Extensive utility best practices  
• Strong scenario building  
• Drill-thru transparency for calculations and allocations |
| **Cons** | • NetWeaver version is relatively new  
• Does not have as many pre-built models  
• Does not have specific strategic planning component | • Non-core product would require new internal technical support  
• Highest software costs | • Lowest ranked interface  
• Highest implementation consulting costs  
• Hard to find Finance professionals experienced in tool |
## Chosen Solution

### BusinessObjects Planning & Consolidation System

<table>
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</table>
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• Standard integration with SAP at database level (BW)  
• Solid core functionality  
• Integrated business process flows  
• Large user base (non-BW version) |
| **Cons**                | • NetWeaver version is relatively new  
• Does not have as many pre-built models  
• Does not have specific strategic planning component |

### Summary and additional reasons:

#### Application Features
- SAP BPC provides the functionality required by the business stakeholders
- It has the strongest process flow capability to enable the streamlining & standardization of processes
- The Excel user interface will facilitate the adoption by users

#### Technical/Strategic
- SAP BPC fits the best in our system architecture to reduce costs, complexity and risk.
- Minimizes need for new interfaces, hardware as well as new support skills, processes & controls.
- The functionality allows us to unify our reporting with Business Objects and Business Warehouse

#### Cost
- We already own the license for SAP Budget, Planning, and Consolidation (BPC)
- Being a single application for both Planning and Consolidation on existing BW allows for efficiencies in implementation and support costs
## Requirement Solution Mapping

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Solution Mapping</th>
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</thead>
<tbody>
<tr>
<td>Easy and intuitive Graphic User Interface</td>
<td>BPC Excel Interface</td>
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<tr>
<td>System and Application Performance</td>
<td>BW Accelerator</td>
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<tr>
<td>Process Standardization</td>
<td>BPC Template Library</td>
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<tr>
<td>Analytical Capability</td>
<td>BPC Script Logic</td>
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<td>Processes Automation</td>
<td>BPC Data Packages and BW Process Chains</td>
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<tr>
<td>Efficiency and Collaboration</td>
<td>BPC Business Process Flows</td>
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<td>Data accessibility &amp; integration</td>
<td>BW ETL</td>
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<td>Transparency of underlying data (e.g. assumptions, formulas)</td>
<td>BPC Comments and Content Library</td>
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<tr>
<td>Flexible Customization, Enhancements &amp; Configuration Changes</td>
<td>BPC Administration for business users</td>
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<tr>
<td>Security &amp; Audit</td>
<td>BPC security and audit logs</td>
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## Roles and Responsibilities

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibility</th>
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</table>
| SAP Operations      |  - Install software and patches  
                      - Perform transports  
                      - BW security       |
| BPC Operations      |  - BPC security                        |
|                     |  - .Net patches                        |
| BW Developers       |  - BW staging cubes  
                      - BW data packages  
                      - BW process chains  
                      - BPC data packages |
| BPC Developers      |  - BPC applications  
                      - BPC dimensions     |
| BPC Super Users     |  - Templates                        |
|                     |  - Reports                           |
|                     |  - Business Process Flows             |
|                     |  - BPC script logic                  |
| ABAP Developers     |  - BADI logic                       |
Partner Selection Criteria

- **Types of partners available in 2010**
  - BW experts ramping up on BPC
  - BPC experts ramping up on BW
  - Process experts with some BW and BPC experience

- **Internal strengths available**
  - Industry knowledge
  - BW experience
  - ABAP experience
  - Report writing experience

- **Partner strengths needed**
  - Deep planning experience
  - BPC expertise
  - BPC NetWeaver experience (or SAP partnership)
Implementation Approach

- Align with business / budget cycle process calendar
- Phased, not big bang
  - Focus on mature processes first
  - Start with low hanging fruit for Business Finance (performance improvements and process flows)
  - Assess new tool functionality before major investments and/or commitments are made; ability to “pull the plug” at end of each phase
  - Provide time for less mature processes to develop process maps, design solutions, and implement best practices
- Focus on knowledge transfer and development
  - Minimize resource load/overload by spreading out implementation
  - Minimize consultants to reduce costs and increase knowledge transfer by leveraging full-time internal resource team
  - Allow for more gradual transition and development of knowledge/expertise
I. Technical Installation & Provider Cost Center Planning – Labor, Non-Labor and Billable Capacity
II. Target Setting – Planning order amounts
III. Order Detail Planning – Planning order cost elements
IV. Corporate Item Planning – Corporate cost elements
V. FERC Translation – Regulatory view
VI. Financial Consolidation
### 2011 IPS Timeline

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**Key**
- Plan & Analyze Phase
- Build Phase
- Design Phase
- Deployment Phase
- Testing Phase
- Stabilization

**PCC Planning:** Soft launch scheduled for Mar 15; Go-Live on Apr 15

**Target Setting:** Relatively small scope with stakeholders mainly within Business Finance

**Order Detail Planning:** Complex scope for enterprise deployment with potential for multiple releases

**Corporate Items Planning:** 2011 scope limited to support FERC translation.

**FERC Translation:** Needed for 2012 GRC activities
Key Design Decisions

- Rates and allocations were potentially going to remain in ECC. In order to achieve objectives of reduced cycle time these processes will be handled via ABAP calls in BPC.

- Data will be sourced from existing BW data stores to keep all BW reporting consistent (no direct loads from ECC to BPC of data already in BW) and flat files will only be used in limited situations such as for temporary loads and what-if analysis.

- BPC data will be loaded back into existing “BPS” cube to keep planning and reporting whole during phased implementation.

- ABAP will be used for all logic to provide for data volumes and complexity since ABAP programmers already exist.
Transport Approach

- Two AppSets are maintained in the Development Environment (BDVp)
  - PGE_DEV: Project Development Appset
  - PGE: ‘QA Transport-Ready’ AppSet
- When ready for QA, project objects are manually copied to the PGE Appset, Retested and transported to QA (BW6p)
- Corrections are done in the PGE_DEV AppSet and the process repeated until testing is complete
- The Project is migrated to Production (BPR) in AppSet PGE.
- Following 1 week of stabilization, other projects can migrate to BW6p thru the PGE Appset ‘Pipeline’
Architecture Summary

Technical Architecture
- Existing BW Infrastructure
- New .Net layer for BPC services
- Virtual servers for Development and Test environments
- Physical servers for Quality Assurance, Disaster Recovery and Production environments
- BPC Add-in for Excel 2003 to client workstations

Application Architecture
- BPC Input Schedules replace SAP BPS Layouts for PCC Planning input
- BPC Logic Files and BADI programs replace using SAP ECC-CO allocations and rate calculations
- Limited validation reporting to be in BPC Excel. Plan reporting continues in BW BEx until Order planning moved to BPC

Connectivity
- SAP Sources via native SAP connections (RFC/HTTP)
- Non-SAP databases via standard SAP BI connectors (SQLserver-UDconnect, Oracle-DBconnect)
- Flat files via FTP
Provider Cost Center (PCC) Planning

- Pre-planning Questionnaire
- Summary
- Labor Planning
  - Headcount
  - Cost Center Factors
  - Labor Adjustments
- Non-Labor Planning
  - Material & Contracts
  - Employee Related
  - Activity Type
  - Other Expenses
- Calculation Reports
  - Allocation Report
  - Billable Capacity Report
The top section shows: the process to plan; year and version; number of instances completed out of total instances; and the ID for the process owner.

The bottom section shows: the different steps within PCC planning in sequential order; the business area; and their statuses.
The objective of the pre-planning questionnaire is to develop a coordinated approach across BF, FAS and CA to identify actions necessary for successful PCC planning cycle.

The pre-planning questionnaire provides:

- A coordinated approach from BF to input exception items.
- An exception report accessible to BF, FAS and CA which shows all exception items.
- Visibility across involved departments to improve communication and approach to next step actions.
# PCC Plan Summary

## PCC PLAN SUMMARY

### Selection
- Version: RES
- Year: 2012
- PCC: C, 2054
- Electric Construction

### Detailed Table

#### Annual Average

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#### Cost Factors

- **Headcount**: 110
- **Cost Center**: 100
- **Profitability**: 70%
- **Productivity**: 90%
- **CIT**: 12.5%

#### Total Cost Inc

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#### Estimation of Average Rate

- **Rate**: $5.549,725

#### Total Cost Out

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### Headcount

**Version:** RES  
**Year:** 2012  
**PCC:** C-12054

#### Total Cost In

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<tr>
<th>Description</th>
<th>PCC</th>
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<td>Electric Construction</td>
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<td>Employee</td>
<td>Jolene E. Peters</td>
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**Total Cost In:** $26,544,853  
**Total Billable Hours:** 73,782  
**Net PCC Cost:** $8,549,728

---

ASUG SAP BusinessObjects

**USER CONFERENCE**
## Cost Center Factors

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### Cost Center Factors

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**Estimated Average Rate:** $115.86

**Net PCC Cost:** $5,708
### Labor Adjustments

#### Version: RES

#### Year: 2012

#### PCC: 0.12054

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**Total Cost In** = $26,344,353

**Total Billable Hours** = 73,782

**Total Cost In - Cost Out** = $30,846,569 - $22,156,022 = **$8,690,547**

**Estimated Average Rate** = $357.06

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### Material and Contract Costs

#### Version: RES
#### Year: 2012
#### PCC: C_12054

**Total Cost In**: $526,344,353

**Total Billable Hours**: 73,782

**Estimated Average Rate**: $3,357.06

**Net PCC Cost**: $58,549,728

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## Employee Related Costs

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## Activity Type Quantities

### Version: RES
### Year: 2012
### PCC: C-12054

**Total Cost In**: $20,844,353
**Total Billable Hours**: 73,782
**Total Cost In - Cost Out**: $20,844,353 - $22,295,922

### ESTIMATED AVERAGE RATE
$347.08

### Net PCC Cost
$8,549,728

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<td>Accounts Payable</td>
<td>ARCH</td>
<td>HRS</td>
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**ASUG SAP BusinessObjects**

**USER CONFERENCE**
Other Expenses

<table>
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<tr>
<th>PCG</th>
<th>PCC Descr</th>
<th>Other Expenses</th>
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<tbody>
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<td>12054</td>
<td>SI Electric Construction</td>
<td>$50,878.20 Cash Discount earned</td>
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<tr>
<td>12054</td>
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<td>$50,700.00 Rent</td>
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<tr>
<td>12054</td>
<td>SI Electric Construction</td>
<td>$50,4112 Hazardous Waste - Waste</td>
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<tr>
<td>12054</td>
<td>SI Electric Construction</td>
<td>$50,090 Permit/Fees</td>
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<tr>
<td>12054</td>
<td>SI Electric Construction</td>
<td>$50,010 Postage</td>
</tr>
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<td>SI Electric Construction</td>
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<tr>
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<tr>
<td>12054</td>
<td>SI Electric Construction</td>
<td>$50,010 Building-utilities</td>
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---|----------------|----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------
$1,805.00 | $1,050.00 | $2,251.94 | $157.21 | $157.21 | $157.21 | $157.21 | $157.21 | $157.21 | $157.21 | $157.21 | $157.21 | $157.21 |
$1,540.71 | $1,540.71 | $1,540.71 | $154.07 | $154.07 | $154.07 | $154.07 | $154.07 | $154.07 | $154.07 | $154.07 | $154.07 | $154.07 |
$66,292.62 | $5,327.08 | $6,304.76 | $5,461.78 | $5,461.78 | $5,461.78 | $5,461.78 | $5,461.78 | $5,461.78 | $5,461.78 | $5,461.78 | $5,461.78 | $5,461.78 |
$32,830.83 | $3,283.08 | $3,283.08 | $3,283.08 | $3,283.08 | $3,283.08 | $3,283.08 | $3,283.08 | $3,283.08 | $3,283.08 | $3,283.08 | $3,283.08 | $3,283.08 |
$75,292.17 | $2,858.60 | $2,153.85 | $7,047.97 | $7,047.97 | $7,047.97 | $7,047.97 | $7,047.97 | $7,047.97 | $7,047.97 | $7,047.97 | $7,047.97 | $7,047.97 |
$49,423.06 | $4,803.02 | $3,934.73 | $4,070.53 | $4,070.53 | $4,070.53 | $4,070.53 | $4,070.53 | $4,070.53 | $4,070.53 | $4,070.53 | $4,070.53 | $4,070.53 |
Overhead and Allocations

Version: RES
Year: 2012
PCC: C_12054d

Total Cost In = $26,344,823
Total Billable Hours = 7,878

Total Cost In - Cost Out = $30,846,994 - $22,296,012 = ESTIMATED AVERAGE RATE $367.06

Net PCC Cost $8,449,728
### Billable Capacity

#### Version: RES  
Year: 2012  
PCC: 72054

#### Headcount
- [Headcount](#)
- [CO Factors](#)
- [Labor Adj](#)
- [Mat & Contr](#)
- [Emp Rel](#)
- [Act Types](#)
- [Other Cap](#)
- [Allocations](#)
- [Billable Cap](#)

#### Table

<table>
<thead>
<tr>
<th>PCC</th>
<th>PC Type</th>
<th>Activity Type</th>
<th>Actual Rate</th>
<th>Last HEU Rate</th>
<th>Est HEU Rate</th>
<th>Apr - Dec Cost In</th>
<th>Apr - Dec Cost Out</th>
<th>Variance (In-Out)</th>
<th>Apr - Capacity</th>
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<td>69.66</td>
<td>88.96</td>
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<td>22.35</td>
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<td>88.96</td>
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<td>22.35</td>
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<td>22.35</td>
<td>12.24</td>
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<td>171.01</td>
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<td>24.24</td>
<td>22.35</td>
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<td>73,202</td>
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#### Equivale $  Equivale %

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<tr>
<th>Total 2012 Capacity Qty</th>
<th>2012 JAN Capacity Qty</th>
<th>2012 FEB Capacity Qty</th>
<th>2012 MAR Capacity Qty</th>
<th>2012 APR Capacity Qty</th>
<th>2012 MAY Capacity Qty</th>
<th>2012 JUN Capacity Qty</th>
<th>2012 JUL Capacity Qty</th>
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<tr>
<td>83,071</td>
<td>-</td>
<td>-</td>
<td>9,230</td>
<td>8,335</td>
<td>8,314</td>
<td>8,751</td>
<td>8,787</td>
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</table>

#### Notes
- [Net PCC Cost](#)  
- [ASUG SAP BusinessObjects](#)
- [USER CONFERENCE](#)
Unit Based Planning

- Maintain Bill of Material
  - Selection of the BOM Scenario
  - Adjustment of the BOM selected (only if necessary)

- Create / Edit Plan
  - Creating a Fiscal Year Unit Based Plan
  - Editing an existing Unit Based Plan
  - Adjustment of the Unit Based Plan (only if necessary)
  - Saving Unit Based Plans by Status (Draft or Review)

- Plan Status Report
  - Searching for one or multiple Unit Based Plan(s)
  - Monitoring Unit Based Plan(s) Status
  - Search and Open Unit Based Plan for Create / Edit

- Manage Plans
  - Review Status of multiple Unit Based Plans
  - Review $Plan to $Target of multiple Unit Based Plans
  - Approve, Submit, or set back to Draft Status of single or multiple Unit Based Plan(s)
Unit Based Planning - BPF

PLANNING AND CONSOLIDATION
VERSION FOR SAP NETWEAVER

Unit Based Planning – 2013.INP, UBP

Unit Based Planning

Status: Open
Owners: UBP_Planners

- Complete

- Maintain Bill of Materials
- Planning Status Report - Order
- Create or Edit Plan - Order
- Manage Plans - Order
- Planning Status Report - PCC
- Create or Edit Plan - PCC
- Manage Plans - PCC

View Full Process
UBP - Maintain Bill of Materials

Selection Criteria to determine BOM ID
The unique BOM ID and description
Rolling 12 Months, Previous Year Actual, and Previous Months BOM (Last Saved in RES)
Selection of BOM Scenario, copy to RES feature
UBP – Maintain Bill of Materials

Availability to navigate between Cost Element Groups

The unique BOM ID and description

Feature to Add Materials that may not be in the BOM. Same feature is supported for each Cost Element Group

Table presents Cost Element detail based on Actual.
UBP – Status Report

1. Selection criteria to filter and query list of Planning Orders
2. Unit Based Planning Order status summary
3. Table presents query results. Provides records found, and $Target, $Remaining Plan, and $Plan summaries
4. Table query results also provides Planner and Manager LAN ID based on who performed the last task.
Selection criteria to filter and query desired Planning Order. Also designed to dynamically capture drilldown selection criteria passed from Plan Status and Manage Plan templates.

Presents the $Target from the Planning Order field. Calculates and presents $Remaining Plan if there is a mid-year planning adjustment ($Target - $Actual). Presents dynamic $Plan.

The BOM description pertinent to the Plan Order.

Presents the Cost per Unit pertinent to the BOM selected.

Units table where Planner enters or edits units by month.

Feature for Planner to Review the resulting plan and adjust if necessary to Other Cost Element detail.

Presents the Number of Available (or remaining available) Units that can be planned based on Cost per.
## Unit Based Planning - Manage Plans

### General Information

<table>
<thead>
<tr>
<th>LOB:</th>
<th>MAT:</th>
<th>Year:</th>
<th>Status:</th>
<th>Status</th>
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<td>Shared Services</td>
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### Selection criteria to filter and query list of Planning Orders

<table>
<thead>
<tr>
<th>Order</th>
<th>Description</th>
<th>Division</th>
<th>2012 Target</th>
<th>2012 Plan</th>
<th>Status</th>
<th>Last Saved</th>
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<tr>
<td></td>
<td></td>
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<td>Annual</td>
<td>Forecast</td>
<td>Rmng Plan</td>
<td>Adjusted</td>
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<td>O_5013889</td>
<td>CRE - Roofing</td>
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<td>O_5020933</td>
<td>GED-SPCC Plans - Dist Subs</td>
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<td>700,000</td>
<td>560,173</td>
<td>1,043</td>
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### Table presents query results.

- Status cells are selectable. Each Planning Orders status can be managed from this single template. The Plan Approver can set multiple Planning Orders to a combination of plan status’ and save.
**UBP – Status, Version, and Data Availability**

<table>
<thead>
<tr>
<th>Status</th>
<th>Draft</th>
<th>Review</th>
<th>Approve</th>
<th>Submit</th>
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<tr>
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<td>▪ Create&lt;br▪ Edit&lt;br▪ Adjust</td>
<td>Waiting for Approval</td>
<td>Approved or set back to Draft</td>
<td>Saved as final plan</td>
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<td>UBP</td>
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**Data Availability**

- Unit Based Plans saved in Submit Status
  - Financial Plan as well as Planned Units are posted to version RES in real-time
  - Plans once posted to version RES are available in SAP BW Reports the following business day
Opportunities

- Enterprise Prioritization
- Rolling Forecast
- Capital Forecasting
- Monthly ECS/EPS Forecast
- Long Term Forecasting
- Earnings Forecast
- Tax Planning
- Results Of Operations (Rate Case) Analytics
- BPC 10 on HANA
Lessons Learned

- Include a diverse group of users in requirements, design and testing
- Performance requirements must be part of design and should be tested
- Business Process Flows have trade-offs
- Leverage standard BPC functions when possible
- Need workstation governance to prevent issues with client installs of Excel Add-in
- Script logic can’t do it all and leads to using IT for ABAP
Post 2011 BPC Projects

- 2012 - Budget Transfer
- 2012 - Actual Order Planning
- 2013 - Unit based Planning
- 2014 - BPC 10 Upgrade
- 2015 - Financial Forecasting
Questions?