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What's new in ECVT Buenos Aires release

This release focused on **bug fixing and technological upgrades of ECVT** to ensure a smooth and efficient user experience.

Design Improvements:

- **Ability to collapse Home Page cards**, allowing users to customize their experience.
- In the Portfolio view, users can **search by tags** for created views and **remove table values** using the Reset Grid button.

Getting started with ECVT

ECVT is an AlixPartners proprietary digital platform designed to enable collaboration, drive actions, and focus on impact. ECVT equips cross-functional, de-centralized teams with structure to collaborate & coordinate.

Build initiatives / your portfolio. Teams are using ECVT to capture, size and build out initiatives. Leverage the existing value taxonomy in ECVT and make sure teams have a common understanding of all fields, including custom fields. Project and workstream leaders need to help initiative owners to capture information consistently and de-duplicate opportunities across streams. Teams can also use the comments function to communicate in the tool. Leverage the "Pipeline Assessment" dashboard in ECVT to solidify the portfolio and push a list of ideas into an under-writeable initiative portfolio. As you shape the portfolio into a program of work, you might need to refine the workstream structure and custom attributes.

Report on the portfolio. Teams need to use ECVT frequently and consistently to make reporting meaningful. You can customize, save, and load various views on the portfolio page to either check status, create your custom-reporting, or extract data as needed. It typically works best to create standard pipeline reporting that gets updated regularly. You can also leverage the ECVT dashboards to provide updates where data is instantaneously refreshed.

Move initiatives towards implementation. You can utilize the implementation plan section to capture implementation activities, milestones, and timelines. Users can also leverage the "Implementation Plan" dashboard to track activities against completion targets. You can utilize the stage gate taxonomy in ECVT to manage initiative progression consistently.

Execution progress is tracked and actively managed. Make sure implementation plans and timing changes are updated regularly and consistently. It is to be expected that some initiatives will run into unanticipated roadblocks, get delayed, yield lower benefits than estimated, or incur higher costs than expected. Project leadership and XMO attention is necessary to identify risks early and take mitigating actions

New **single-sign-on** (SSO) integration allows clients to login with their own organization's credentials including multi-factor app.

ECVT Homepage

ECVT's homepage lets you easily access personalized insights via "cards" without searching for or applying filters. Different **cards** are displayed, depending on your admin-defined role. These are some of the cards you may find on the homepage when you access ECVT:

The screenshot displays the ECVT homepage interface for user John Brown. The top navigation bar includes links for Home, Portfolio, Dashboard, and Administration. A welcome message and activity usage statistics are shown at the top right.

Initiatives (15) Percentage of run-rate change since last login

New/Modified financial impacts: 153

Initiatives assigned	Current net run-rate value Midpoint	Change since last login - Midpoint
Legal - Combinational synergiesLegal	\$12M	+12% ↑
Combinational synergies Legal - transformational	\$15M	+9% ↑
MTS - Transformational	\$9M	-8% ↓
HR - Transformational synergies	\$11M	-6% ↓
Sourcing - Corporate, Facilities	12M	0%

Workstreams (5) Percentage of run-rate change since last login

New/Modified financial impacts: 153

Program level: \$169.18M

Workstreams assigned	Current net run-rate value Midpoint	Change since last login - Midpoint
Technology	\$12M	+12% ↑
People	\$15M	+9% ↑
Sourcing	\$9M	-8% ↓
Legal - Combinational synergiesLegal	\$12M	+12% ↑
Combinational synergies Legal - transformational	\$15M	+9% ↑
MTS - Transformational	\$9M	-8% ↓
HR - Transformational synergies	\$11M	-6% ↓
Sourcing - Corporate, Facilities	12M	0%

Pipeline (54 initiatives)

	21% Baseline defined	52% Benefits identified	19% P&L Allocation Completed	24% CC Allocation Completed
Technology - 5 initiatives View workstream in portfolio	5%	7%	5%	7%
People - 12 initiatives View workstream in portfolio	7%	22%	7%	22%
Sourcing - 3 initiatives View workstream in portfolio	14%	45%	25%	22%
Finance - 5 initiatives View workstream in portfolio	45%	60%	22%	40%
HR - 5 initiatives View workstream in portfolio	47%	60%	8%	95%

[View Pipeline Assessment Dashboard](#)

Communication Last 5 notifications

- Emile Succar assigned an initiative to you 1 hour ago: [Calculator Checker Initiative](#)
- Julian Palmerio assigned an initiative to you 5 hours ago: [Calculator Checker Initiative](#)
- Julian Palmerio commented 7 days ago: @John Brown please update task 15 of the initiative
- Emile Succar commented 7 days ago: @John Brown Checked!
- Julian Palmerio commented 7 days ago: @John Brown please update task 15 of the initiative and change what you need on the initiative card...

[View all 12 notifications](#)

Implementation Plan

All activities	128
New/Modified	40
Not completed	14
Overdue	1
Critical due in 3 days	5
Activities due in 3 days	11

My activities 12

Not completed	5
Overdue	0
Critical due in 3 days	0
Activities due in 3 days	3

All Milestones 9

New/Modified	1
Upcoming	2
Due in 3 days	1

[View Implementation Plan Dashboard](#)

Recent visited portfolio views

- Stage gate view**
Financial Impacts | In-Year | Weighted
Emile Succar - Last used 4 months ago
- Automated view**
Financial Impacts | In-Year | Weighted
Emile Succar - Last used 4 months ago

[View all saved Portfolio Views](#)

What's new on ECVT?

- "Ranges" Financial Tracking:** Select between singular value by default or financial range under Admin configuration. Report-out on all existing Dashboards, Portfolio views, & Landing page.

ECVT Home Page

Initiatives: displays all the initiatives with the net run rates value changes since your last login event. Initiatives assigned to you are marked with a green color background.

Workstreams: displays information about the workstreams that you have access to. When expanded via the arrow keys, you can view and access all underlying initiatives.

Pipeline: shows the Pipeline (data quality and completion) dashboard with the changes since your last login, and links to the portfolio view of each workstream.

Activities status: shows the progress status of the activities. If you have initiatives assigned to you, you will see the activities related to your initiatives.

Recent portfolio views: link to the last saved portfolio views that you have visited.

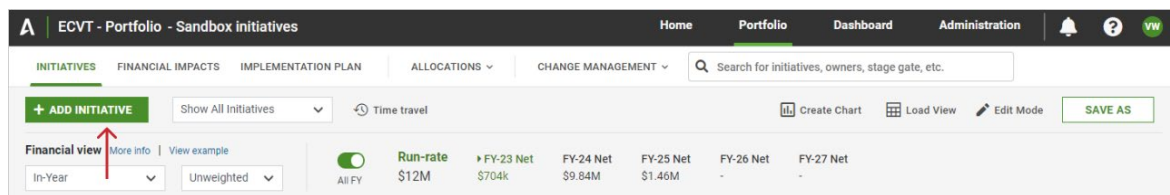
Communication: displays your most recent notifications.

What's new on ECVT: Description of the newly released features.

Initiative

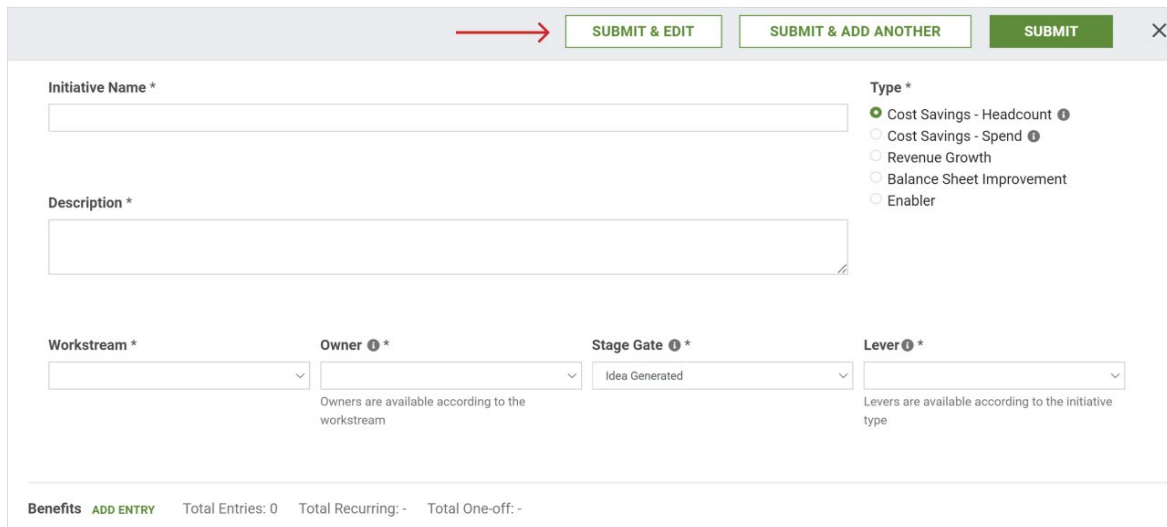
How do I create and edit an initiative?

From the portfolio view, click on the **"Add initiative"** button to create a new initiative.



Add initiative

Fill out the **new initiative form**. Fields marked with an asterisk (*) are required. Once you have – completed the fields you can either **"Submit and edit"** (to add more information to the initiative created), **"Submit and add another"** (to save your initiative and create a new one), or **"Submit"** (the form will close, and you will find the initiative created in the Portfolio view grid).



Initiative Name *

Description *

Workstream *

Owner * ⓘ

Stage Gate * ⓘ

Lever * ⓘ

Type *

- ☒ Cost Savings - Headcount ⓘ
- ☐ Cost Savings - Spend ⓘ
- ☐ Revenue Growth
- ☐ Balance Sheet Improvement
- ☐ Enabler

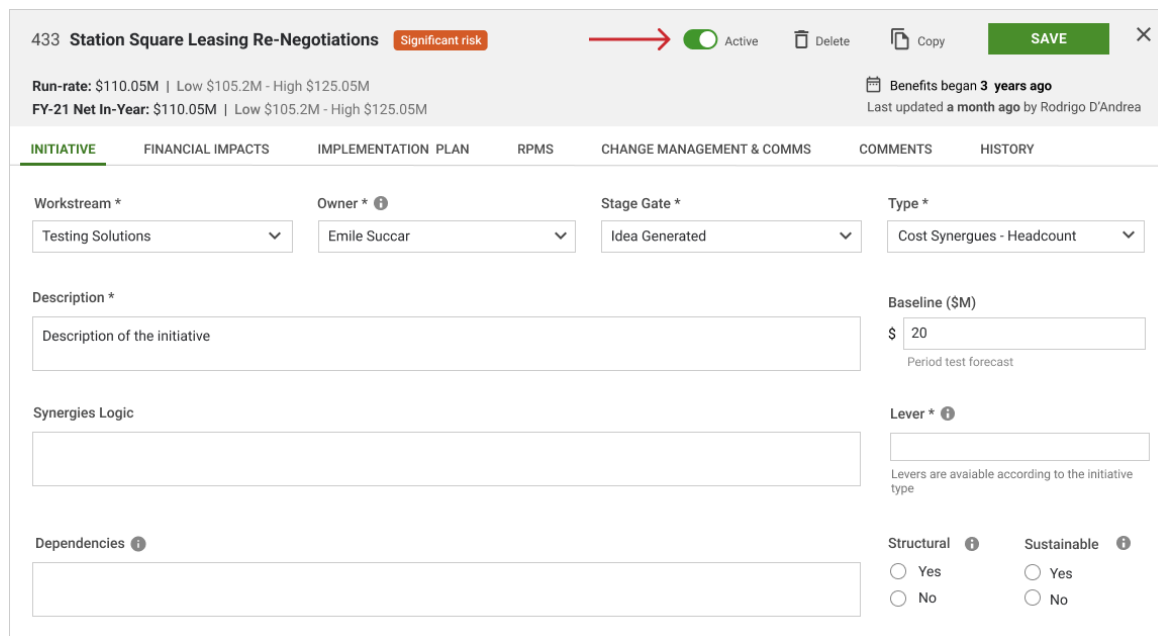
Owners are available according to the workstream

Levers are available according to the initiative type

Benefits [ADD ENTRY](#) Total Entries: 0 Total Recurring: - Total One-off: -

Add initiative form

Complete the information on each tab, fields marked with an asterisk (*) are required. Initiatives can be **activated/deactivated, deleted, copied, or saved** from the top right of the initiative card header.



433 Station Square Leasing Re-Negotiations Significant risk Active Delete Copy SAVE ×

Run-rate: \$110.05M | Low \$105.2M - High \$125.05M
FY-21 Net In-Year: \$110.05M | Low \$105.2M - High \$125.05M

Benefits began 3 years ago
Last updated a month ago by Rodrigo D'Andrea

INITIATIVE FINANCIAL IMPACTS IMPLEMENTATION PLAN RPMS CHANGE MANAGEMENT & COMMS COMMENTS HISTORY

Workstream *
Testing Solutions

Owner * ⓘ
Emile Succar

Stage Gate *
Idea Generated

Type *
Cost Synergies - Headcount

Description *
Description of the initiative

Baseline (\$M)
\$ 20
Period test forecast

Synergies Logic

Lever * ⓘ

Levers are available according to the initiative type

Dependencies ⓘ

Structural ⓘ
☐ Yes ☐ No

Sustainable ⓘ
☐ Yes ☐ No

Edit initiative form

You can edit the name of the initiative by clicking on the title. Click on **"N/A risk"** to estimate the initiative risk.

433 **Station Square Leasing Re-Negotiations**

Run-rate: \$110.05M | Low \$105.2M - High \$125.05M
FY-21 Net In-Year: \$110.05M | Low \$105.2M - High \$125.05M

INITIATIVE FINANCIAL IMPACTS IMPLEMENTATION PLAN RPMS CHANGE MANAGEMENT & COMMS

Workstream * Owner * Stage Gate *
Testing Solutions Emile Succar Idea Generated

Description *
Description of the initiative

Baseline (\$M)
\$ 20
Period test forecast

Edit name and estimate risk

You can duplicate an existing initiative and create an exact copy of it.

433 **Station Square Leasing Re-Negotiations** Significant risk Active Delete Copy SAVE X

Run-rate: \$110.05M | Low \$105.2M - High \$125.05M
FY-21 Net In-Year: \$110.05M | Low \$105.2M - High \$125.05M

Benefits began 3 years ago
Last updated a month ago by Rodrigo D'Andrea

INITIATIVE FINANCIAL IMPACTS IMPLEMENTATION PLAN RPMS CHANGE MANAGEMENT & COMMS COMMENTS HISTORY

Workstream * Owner * Stage Gate * Type *
Testing Solutions Emile Succar Idea Generated Cost Synergies - Headcount

Copy initiative

To **edit an initiative from the portfolio view**, you can click on the initiative title or click "Edit mode" for mass edits.

ECVT Home Portfolio Dashboard Administration 24 ? JB

INITIATIVES FINANCIAL IMPACTS IMPLEMENTATION PLAN ALLOCATIONS CHANGE MANAGEMENT

+ ADD INITIATIVE Show all initiatives T ↑ ↓ Time travel Load view SAVE VIEW EDIT MODE Download

Financial view [More info](#) | [View Example](#)
Cumulative run-rate Unweighted All FY Run rate \$105.5M FY-22 Net \$105.5M FY-23 Net \$105.5M

Initiative	Workstream	Initiative Type	HC Impacted	Owner	State Gate	Risk	Related initiatives
Finance - Integration	Sourcing	Cost Savings - Spend	0	Jens Wilken	Concept	Low/none	
MTS - Integration	Technology	Cost Savings - Fead C...	0	Succar, Emile	Concept	Minor	

Columns

How is the initiative card organized?

The Initiative card is divided into different sections: **Initiative**, **Financial Impacts**, **Implementation plan**, **RPMS**, **Change Management & Comms**, **Charts**, **Comments**, and **History**. You can navigate and complete each section through the tab navigation.

11 Tracking events Significant risk Active Delete Copy SAVE ×

Run-rate: (\$140M) / - weighted | FY-21 Net In-Year: (\$118.52M) / - weighted Benefits began 2 months ago | Last updated 5 days ago by Palmerio, Julian

INITIATIVE FINANCIAL IMPACTS IMPLEMENTATION PLAN RPMS CHANGE MANAGEMENT & COMMS CHARTS COMMENTS HISTORY

Workstream * Owner * Stage Gate * Type *

Finance & Accounting Casals, Micaela Idea Generated Cost Savings - Headcount

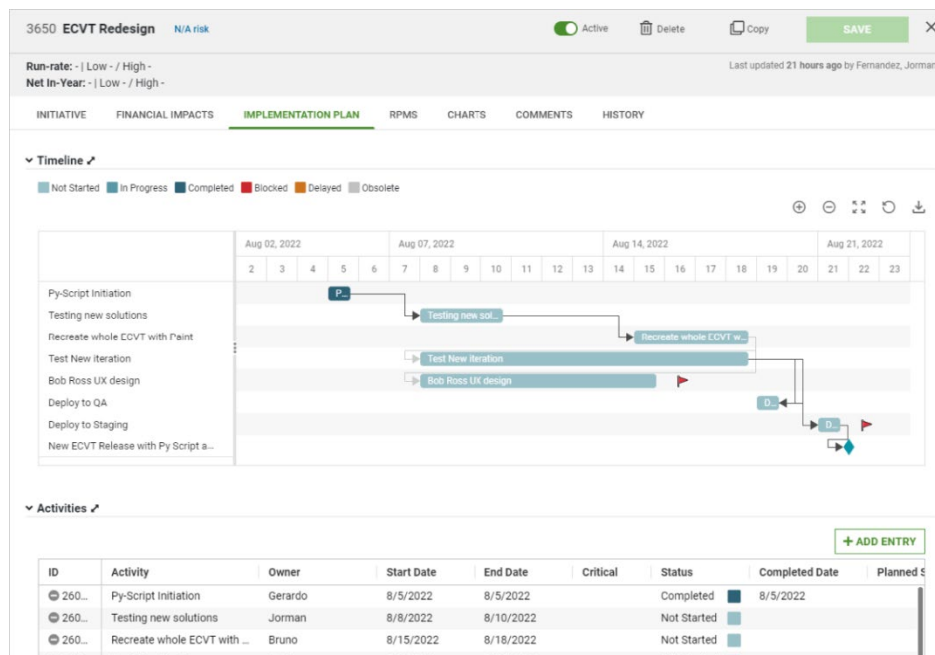
Initiative card sections

Initiative: after you have created a new initiative, complete the rest of the required fields in the Initiative tab. Enter thorough **Description**, **Savings Logic**, and **Dependencies** so that an executive will understand it without explanation, and a colleague in a different workstream would be able to read it without confusion or ambiguity.

Use the **Stage Gate** as a mechanism to measure the maturity of the initiative. Enter the **Baseline** and all remaining fields with as much detail and accuracy as possible.

Financial Impacts: A "Financial Impact" is a direct action that will positively change the P&L as a recurring or one-off benefit or saving, and a "Cost to Achieve" is a one-off CAPEX or below-the-line investment required to materialize that benefit. **Add an entry** and complete the required fields of the grid to upload Savings, Synergies, and Costs to Achieve. ([Read Financial Impacts: Illustrative example](#) for more information).

Implementation plan: Add activities to define the necessary actions to complete the initiative. You can add a status and assign an owner to each activity. You can also **add a relationship** between



activities to define dependencies. Track the completion of the initiative from the Timeline chart. ([Read Using ECVT for Project Management](#) for more information).

The dialog box displays a list of activities and their relationships. The activities are:

- 1726 - Complete pilot and book benefits/results (In progress | 1/3/2022 - 2/2/2022 | Rodrigo D'Andrea)
- 1728 - Stakeholders to jointly own assessments r..... (In progress | 1/3/2022 - 2/2/2022 | Emile Succar)
- 1733 - Create Baseline results of infrastructure/disco... (Not started | 1/3/2022 - 2/2/2022 | Emile Succar)

The relationships are defined as follows:

- 1723 can only finish when 1726 has finished. (Finish to finish)
- 1723 can start when 1728 has finished. (Finish to start)
- 1723 can start when 1733 has finished. (Finish to start)

Buttons: CANCEL, SAVE, + ADD, Select a relation.

Implementation plan – relationships between activities

RPMS: An RPM is a **performance metric** that is relevant to track within an initiative. Examples of RPM are "Store Count", "Number of Contracts", or "Purchased Units" among many others.

The screenshot shows the '11 Tracking events' section with a 'Significant risk' status. The 'RPMS' tab is selected, and a red arrow points to it. The 'RPMS' section includes a description: 'Measure and track any operational, organizational and financial metrics of your initiative using RPMs.' and an 'ADD RPM' button. Below this is a table for tracking RPMs:

Reference Performance Metric (RPM) *	From Value	From Date *	To Value	To Date *	Current Value
Purchased Units	30,000.00	April 1, 2022	60,000.00	June 1, 2022	32,000.00

RPMS

Change Management & Comms: This is an optional section that will be available depending on the need of tracking Change Management on a particular engagement. In the **Stakeholder Impact Assessment** form, you can define which stakeholders are impacted by the initiative, how and to what extent, what are the risks if impacts are not managed, and which Change Management levers are required to address impacts. In the **Leadership Engagement Assessment** form, you can define which leaders' support is required for initiative success, what is leaders' current and targeted level of engagement and by when do gaps need to be closed. ([Read Tracking Change Management & Comms](#) for more information).

433 Station Square Leasing Re-Negotiations Significant risk
Active Delete Copy SAVE

Run-rate: \$110.05M | Low \$105.2M - High \$125.05M
FY-21 Net In-Year: \$110.05M | Low \$105.2M - High \$125.05M

Benefits began 3 years ago
Last updated a month ago by Rodrigo D'Andrea

INITIATIVE FINANCIAL IMPACTS IMPLEMENTATION PLAN RPMS CHANGE MANAGEMENT & COMMS COMMENTS HISTORY

Stakeholder Impact Assessment

+ ADD GROUP / INDIVIDUAL NAME

Impacted Group/Individual Name *
Stakeholder 1

Impacted HC #
34534532

Overall Impact * Green Risk if impacts are not proactively managed * Orange

Change management action 1 *
Stakeholder involvement

Change management action 2
Select Level 2

Change management action 3
Select Level 3

Comments for key actions needed
Comments on actions needed. Stakeholder involvement

Date CM plans need to be in place in ECVT *
Completed

Status *
Completed

Date of completion
January 18, 2022

Delete Stakeholder

Impact Types and Magnitude

- Job responsibilities
- Job security
- Org structure
- Comp/perks/benefits
- Skills to perform job
- Technology
- Processes
- External spend
- Physical environment

Leadership Engagement Assessment

+ ADD KEY LEADER / INFLUENCER

Key Leader / Influencer name *
Name 1

Current engagement level *
Active resister

Gap
Critical

Target engagement level *
Champion/Leader

Date which gap could be closed

Primary action owner *
Name 2

Key actions needed
Actions needed

Comments/Status
In progress

Delete Leadership

Change Management and Comms

Comments: Use the comment section to leave messages to your team members. To mention someone on your team, use @ and select from the list. You can reply to a specific message from a thread.

433 Station Square Leasing Re-Negotiations Significant risk
Active Delete Copy SAVE

Run-rate: \$10M / \$10M weighted | FY-21 Net In-Year: \$10 / \$10M weighted

Benefits began 3 years ago | Last updated a month ago by Rodrigo D'Andrea

INITIATIVE FINANCIAL IMPACTS IMPLEMENTATION PLAN RPMS CHANGE MANAGEMENT & COMMS COMMENTS HISTORY

Search messages by keyword

From Select date To 02/01/2022

B I U

Add a comment. To mention someone on your team, use @ and select from the list.

Take in account that client users will be able to read all comments, either new or already posted comments.

Juan Skirlec - 30 minutes ago

@miro samawill have you checked if RPMs were updated?

2 replies - Last answer today at 22:15

Emile Succar - 1 hour ago

I have updated RPMs status, let me know if you need any other change. Brief description of open lawsuits with reserves estimates

Reply

Juan Skirlec - yesterday

This message was deleted

2 answers - Last answer today at 22:15

Emile Succar - February 7, 2022

Reply

Juan Skirlec - 30 minutes ago

@miro samawill have you checked if RPMs were updated?

B I U

Add a comment. To mention someone on your team, use @ and select from the list.

Emile Succar - 10 minutes ago

It would be important to update Square footage too

...

Miro Samawill - 15 minutes ago

It would be important to update Square footage too

Comments

History: you can check all the changes that have been made to the initiative in the history section. The history search bar and filters will help refine the history log, and when clicking on a refined result of interest, detailed information will be shown on the additional information panel.

9

433
Station Square Leasing Re-Negotiations
Significant risk

Active
Delete
Copy
SAVE

Run-rate: \$110.05M | Low \$105.2M - High \$125.05M
FY-21 Net In-Year: \$110.05M | Low \$105.2M - High \$125.05M

Benefits began 3 years ago
Last updated a month ago by Rodrigo D'Andrea

INITIATIVE
FINANCIAL IMPACTS
IMPLEMENTATION PLAN
RPMS
CHANGE MANAGEMENT & COMMS
COMMENTS
HISTORY

Search messages by keyword
From September 29, 2022 To Select a date

Show changes in
Initiative
Allocations
Activities
Financials
Relationships
Comments

February 7, 2022
Changes: Initial revision Activity, Validation staus Benefit, Financial impact, RPM value
Users: Verónica Werner, Juan Skrilec, Bruno Mosconi

February 7, 2022
Changes: Initial revision Activity, Validation staus Benefit, Financial impact, RPM value
Users: Verónica Werner, Juan Skrilec, Bruno Mosconi, Emile Succar

February 6, 2022
Changes: Financial impact
Users: Bruno Mosconi

February 6, 2022
Changes: Initial revision Activity, Validation staus Benefit, Financial impact
Users: Verónica Werner, Juan Skrilec, Bruno Mosconi, Emile Succar

February 7, 2022
22:15 Juan Skrilec added a comment.
22:05 Emile Succar updated Decide "standard set - up " of work stations activity
Initial revision - Critical: Yes -- No
16:15 Juan Skrilec added a comment.
16:01 Bruno Mosconi updated Financial impact value Reduce HC Offset Cost: 1,5M -- 1M [Annualized value history](#)
16:00 Emile Succar updated Decide "standard set - up " of work stations activity
Initial revision - Critical: Yes -- No
11:15 Juan Skrilec replied a comment.
10:22 Bruno Mosconi updated Validation status benefit.
Test - Validation status: (blank) -- 3 [Annualized value history](#)

History

History Log charts: When clicking on the Annualized Value History link from the additional information panel, users can visualize financial impact changes over time via charts and contextualize the change as part of the overall initiative lifecycle.



Annualized Value History charts

Financial Impacts: illustrative example and loading values

A **"Financial Impact"** is a direct action that will positively change the P&L as a recurring or one-off benefit or saving, and a **"Cost to Achieve"** is a one-off CAPEX or below-the-line investment

required to materialize that benefit.

A quick example of a Financial Impact would be a phased Reduction in force (which is a recurring saving with a certain ramp-up) that will require spending on severance packages (a one-off Cost to Achieve).

Illustrative example: how to interpret the numbers

Initiative with 6 actions to model financial impacts.

- Savings start date is 7/1/2020
- \$5M Run Rate Savings
- \$2M One-off Savings
- \$1M Recurring costs
- \$0.5M One-off costs
- \$1M CTA below the line
- \$2M CAPEX.

"**In-Year**" reflects the actual impact only within the period it occurs, "**Pro-forma**" shows the cumulative effect starting that period and onwards, and "**Run Rate**" represents the final impact after completing the implementation.

Even though these numbers may differ, **they represent the same impacts from different standpoints**: isolated, cumulative, and end-of-program.

FINANCIAL IMPACTS	In year view (= year-over-year)			Pro-forma view (against full Run Rate)			Cumulative Run Rate view (= burn rate)		
	FY 20	FY 21	FY 22	FY 20	FY 21	FY 22	FY 20	FY 21	FY 22
Savings									
Recurring Savings	\$2.5M	\$2.5M	-	\$2.5	\$5M	\$5M	\$5M	\$5M	\$5M
One-off Savings	\$2M	(\$2M)	-	\$2M	-	-	-	-	-
Recurring Offset-costs	(\$0.5M)	(\$0.5M)	-	(\$0.5M)	(\$1M)	(\$1M)	(\$1M)	(\$1M)	(\$1M)
One-off Offset costs	(\$0.5M)	\$0.5M	-	(\$0.5M)	-	-	-	-	-
Bottom line impact	\$3.5M	\$0.5M	-	\$3.5M	\$4M	\$4M	\$4M	\$4M	\$4M
Cost to achieve									
CTA Below the line	(\$1M)	-	-	(\$1M)	-	-	-	-	-
CAPEX	(\$2M)	-	-	(\$2M)	-	-	-	-	-
Capex/Below the line	(\$3M)	-	-	(\$3M)	-	-	-	-	-

Financial Impact example

- **Financial Impacts terms Glossary:**

- **In-Year:** Shows the incremental impact per period. This is what is expected to impact the P&L in each period - compared to a fixed baseline.
- **Pro Forma:** Shows the cumulative in-year impact to demonstrate ramp-up over time.

- **Cumulative Run-Rate:** This shows the run-rate value at completion of implementation – when operational changes are executed, and savings will accrue over time.
- **Run-rate:** Full-year, annualized benefits once a recurring initiative is at a steady-state.
- **Gross Savings:** Benefit Type for Cost Savings initiatives; Absolute cost out vs. baseline.
- **Offset Costs:** Costs offsetting benefits (Gross Savings, Revenue uplift, or Balance Sheet improvements) with bottom-line impact.
- **Revenue uplift:** Benefit Type for Revenue growth initiatives; Tip: Model Margin uplifts by entering Revenue uplift and Offset costs in two separate actions.
- **Balance sheet improvement:** Benefit Type for Balance sheet initiatives.
- **Net Benefits:** Net benefits are the net impact on the bottom line. Net benefits are the net of Gross Benefits (e.g., Gross Savings or Revenue uplift) and Offset costs.
- **Cost-to-achieve:** Cost-to-achieve are defined as one-off impacts without bottom-line effect (Below the line (One-off), CAPEX (One-off)).
- **Below the line (One-off):** Cost-to-achieve type like severance that can be booked against a restructuring charge without affecting the statutory financial results from operations.
- **CAPEX (One-off):** Cost-to-achieve type for investments that won't fully impact the P&L in the period of the cash outlay. Tip: Model depreciation & amortization as Offset costs.
- **Recurring:** Recurring cost out vs. baseline.
- **One-off:** Non-recurring (typically not counted as transformation).
- **Stage-Gate:** Initiative's current implementation stage indicates the degree of maturity/progress.
- **Weighted:** Benefits are discounted in a weighted fashion based on the initiative's stage-gate:
 - Pre-implementation stage-gate weights: 0%.
 - Implementation stage-gate weights: Concept: 10%. Opportunity Validated: 30%. Plan Developed: 50%. Plan Approved: 65%. Execution in Progress: 80%. Implemented: 100%. Post-implementation stage gate weights: 100%.
- **Unweighted:** Benefits are calculated without using weights (all weights are 100%).

Loading Financial Impact values

You can **copy Financial Impact values** from another row or from an Excel document. To import one or more actions from Excel to Financial Impacts, **make sure your columns align with the Financial Actions table**. Add as many rows as required to match your Excel table. CTRL+V to paste in place.

Savings Run-rate: €23M | Low €23M / High €23M One-offs: €4M | Low €4M / High €4M Expand + ADD ENTRY

ID	Action Description	Benefit Type	Midpoint (€M)	Recurring/One-off	Start Date	Validation
591	One-off OF 2 Period 3	Offset Cost	(€2M)	One-off	7/12/2019	
592	One-off GS 4	Gross Savings	€4M	One-off	5/1/2021	
593	One-off GS 2	Gross Savings	€2M	One-off	7/1/2020	
594	One-off GS 2	Gross Savings	€2M	One-off	1/1/2020	
595	One-off OF 1	Offset Cost	(€1M)	One-off	3/10/2021	
New			-			
New			-			
New			-			

Rows: 17

Add/Copy Financial Impacts

INITIATIVE FINANCIAL IMPACTS

Financial Impacts charts

To complete or edit Financial Impact

Benefits Run-rate: - | Low - / High -

ID	Action Description	Annualized value(\$M)	Recurring/One-off	Start date	HC Impacted
1	Action 1	1	One-off	6/23/2022	5
2	Action 2	0.5	One-off	12/5/2022	2
3	Action 3	0.25	One-off	2/1/2023	1

Sheet1

Average: 22432.45833 Count: 16 Sum: 134594.75

Paste data from Excel

Using Financial Allocations for Benefits and Cost to achieve: In the Financial Impacts tab of the initiative card, after you have added all the information, click "View" on the Allocations column. In the allocations modal, **make sure the information adds up to 100%, for the system to allow you to save the allocations**. You can also copy allocations from another row.

18 MTS - Combinational synergies Minor risk Active Delete Copy SAVE ×

Run-rate: \$98M
FY-23 Net In-Year: \$12.93M

Benefits began a year ago
Last updated a month ago by Cavallo, Matias

INITIATIVE FINANCIAL IMPACTS IMPLEMENTATION PLAN RPMS CHANGE MANAGEMENT & COMMS COMMENTS HISTORY

Savings Run-rate: \$98M One-offs: - Expand + ADD ENTRY

ID	Benefit Type	Annualized Value (\$M)	Recurring/One-off	Start Date	HC Impacted	Allocations
4	Gross Savings	\$18M	Recurring	1/1/2022	70	View - Partially Completed
9	Gross Savings	\$80M	Recurring	3/1/2022	400	View - Partially Completed

View allocations

I added an Additional attribute for Financial Impacts, but I cannot find it in the corresponding table: In your Financial Impacts table, you need to click on the hamburger icon of any column and then enable the corresponding column (which is not enabled by default).

MMS CHARTS COMMENTS HISTORY

Missing

Search...

+ ADD ENTRY

on Status

- ☒ Annualized Value (\$M)
- ☒ Recurring/One-off
- ☒ Start Date
- ☒ HC Impacted
- ☒ Allocations
- ☒ Ramp
- ☐ HC Leaders

Using multiple annualized values: From the **Admin** page, you can select between "**Annualized value**", for the Financial Impact default attribute to be tracked, or "**Midpoint and low/high range values**" for range attributes to be tracked. The name of these values can be edited to match your case. When "Midpoint and low/high range annualized values" is selected, you should **complete these values in the Financial Impact tab of the initiative card**. You must track both the ranges and the midpoint values since the midpoint is not calculated automatically. If **ramps are used**, only the midpoint should be loaded into the ramps fields and ranges values will be automatically calculated for those periods.

Using Monthly Distribution in Financial Impacts

ECVT automatically distributes the Financial recurring actions in a 12-month even, yearly-recurrent distribution. To track custom distribution recurring financials, you can choose between these options from the Administration page:

1. Distributions up to 12 months, repeating itself year after year
2. Multi-year cumulative custom distribution that will be removed in the following years
(Recommended for retail engagements)

These examples depict that **using the same numbers for a distribution will produce different outcomes based on the selected choice**:

1- Distributions up to 12 months, repeating itself year after year

FI Now	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	In Year	Ann Value
FY 24										1	2	0	3	8
FY 25	2	3								1	2		5	8
FY 26	2	3								1	1			8

■ Benefit start month
 ■ User inputs
 ■ Automatic calculations

12 months distribution example

Value	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Annualize...
Annualized	\$1M	\$2M	-	\$2M	\$3M	-	-	-	-	-	-	-	\$8M

ECVT 12 months distribution

2- Multi-year cumulative distribution which will repeat the monthly fully realized value after completion of the action

FI New	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	In Year	Ann Value
FY 24										1	2	0	3	36
FY 25	2	3	3	3	3	3	3	3	3	3	3	3	35	36
FY 26	3	3	3	3	3	3	3	3	3	3	3	3	36	36

■ Benefit start month
 ■ User inputs
 ■ Automatic calculations

Multi-year cumulative distribution example

Run rate: **\$36M**

2024	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	L12M Total
Midpoint										\$1M	\$2M	-	\$3M

2025	Jan-25	Feb-25	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	L12M Total
Midpoint	\$2M	\$3	\$3M	\$3M	\$3M	\$3M	\$3M	\$3M	\$3M	\$3M	\$3M	\$3M	\$35M

Modifying the fully-realized value will update the Run rate.

ECVT cumulative distribution

Loading monthly distribution values

433 Legal - Combinational synergies Significant risk Active Delete Copy SAVE ×

Run-rate: \$110.05M | Low \$105.2M - High \$125.05M
 FY-21 Net In-Year: \$110.05M | Low \$105.2M - High \$125.05M

Benefits began 3 years ago
 Last updated a month ago by Rodrigo D'Andrea

INITIATIVE **FINANCIAL IMPACTS** IMPLEMENTATION PLAN RPMS CHANGE MANAGEMENT & COMMS COMMENTS HISTORY

[Financial Impacts charts](#)

To complete or edit Financial Impacts, add an entry and double-click each table cell. Use the horizontal scroll bar to see all the available fields.

Savings Total entries: 1 Run-rate: \$240K | Low \$200K / High \$280K One-offs: - | Low - / High - Expand + ADD ENTRY

ID	Action Description	Benefit Type	Midpoint (\$M)	Low (\$M)	High (\$M)	Recurring/One-off	Start Date	Monthly Distribution
9348	Right-size individual c...	Gross Savings	\$240K	\$200K	\$280K	Recurring	07/01/2020	Add

Add a monthly distribution

- ECVT 12-month distribution:** Populate the individual monthly values in the Annualized Value row to create a custom ramp. **The total value must equate to the annualized value of the action.** For multiple annualized values, only the midpoint should be loaded into the distribution fields, and range values will be automatically calculated for those periods.

Monthly distribution - SPAN optimization ×

Populate the individual monthly values in the Annualized Value row to create a custom ramp. **The total value must equate to the annualized value of the action.**

Value	De...	Ja...	Fe...	Ma...	Apr...	Ma...	Ju...	Jul...	Au...	Se...	Oct...	No...	Annua...
Annu...	\$2...	\$20k	\$10...	\$10...	\$50k	\$50k	\$2...	\$3M	\$10...	\$10...	\$80k	\$2M	\$10M ✓

CANCEL SAVE

When adding a Financial Impact, what if my ramp is more than 12 months? Is there an alternative to load a Financial Impact considering this situation? You can add a new Benefit starting by the end of the first one and complete the extra-needed ramp values in it.

- 2- Multi-year cumulative distribution: Enter the estimated ramp-up months and complete the monthly values.** If the Annualized Value is already defined in the Action row, the run-rate total number will be displayed and the last cell will be populated with the result of the Annualized value divided by 12 months: If the Annualized Value is not previously defined in the Action row, the run-rate will be calculated once you complete the last editable cell of the grid.

The Annualized Value of an action with Monthly distribution can only be modified from the Monthly distribution modal. For multiple annualized values, only the midpoint should be loaded into the distribution fields, and range values will be automatically calculated for those periods.

Recurring Monthly distribution | Right-size individual contributors

Populate all the individual monthly values with in-month impacts. For example, a \$5k impact in July typically means all subsequent months should hold a \$5k impact or more unless there is a reduction of impact. Run-rate can be modified by editing the last month distribution value (Feb-25).

Estimated ramp-up (up to 36 months) * **SAVE MONTHS** Run rate: \$240K

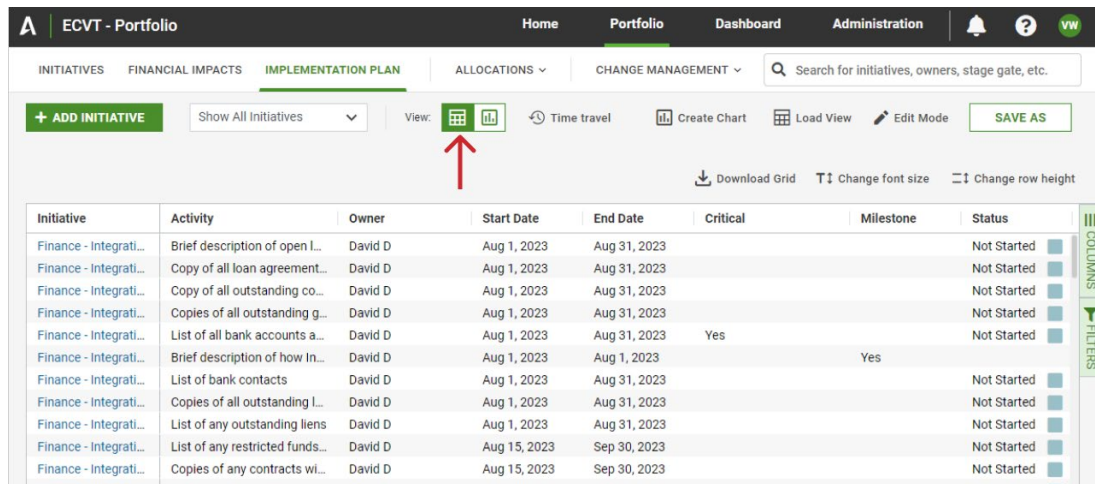
	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	L12M Total
2023													
Midpoint													
2024													
Midpoint													
2025													
Midpoint													

New Monthly distribution modal for Multi-year cumulative custom distribution

Implementation plan: Using ECVT for Project Management

These are the key functions you can utilize for **Project Management**:

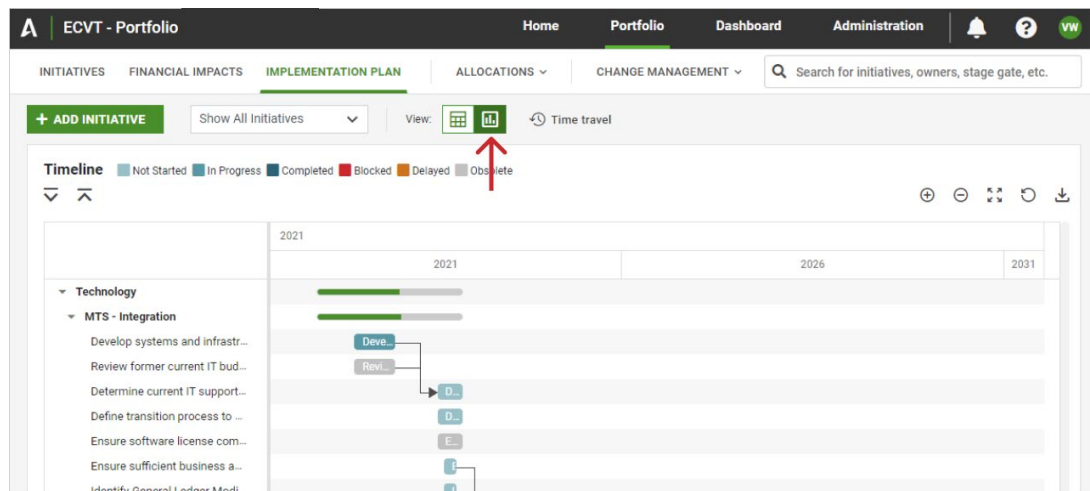
- Build Implementation plans at the initiative level and **add a relationship between activities to define dependencies**.
- Add comments in the initiative card for follow-up.
- View changes in the history section to track changes.
- Look at **the implementation plan cross-project in the portfolio view**. The plan can also be visualized as a comprehensive Gantt chart for easier project planning.



The screenshot shows the 'Implementation Plan' view in the ECVT - Portfolio application. A red arrow points to the 'View' button, which is currently set to 'Grid'. The table below lists various initiatives with their activities, owners, start and end dates, criticality, milestones, and status.

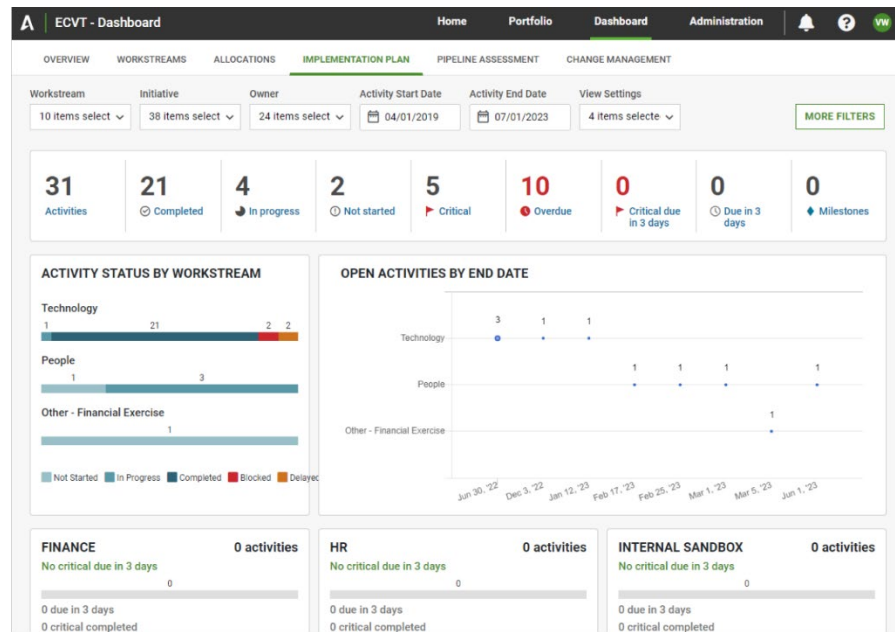
Initiative	Activity	Owner	Start Date	End Date	Critical	Milestone	Status
Finance - Integrati...	Brief description of open I...	David D	Aug 1, 2023	Aug 31, 2023			Not Started
Finance - Integrati...	Copy of all loan agreement...	David D	Aug 1, 2023	Aug 31, 2023			Not Started
Finance - Integrati...	Copy of all outstanding co...	David D	Aug 1, 2023	Aug 31, 2023			Not Started
Finance - Integrati...	Copies of all outstanding g...	David D	Aug 1, 2023	Aug 31, 2023			Not Started
Finance - Integrati...	List of all bank accounts a...	David D	Aug 1, 2023	Aug 31, 2023	Yes		Not Started
Finance - Integrati...	Brief description of how In...	David D	Aug 1, 2023	Aug 1, 2023		Yes	
Finance - Integrati...	List of bank contacts	David D	Aug 1, 2023	Aug 31, 2023			Not Started
Finance - Integrati...	Copies of all outstanding l...	David D	Aug 1, 2023	Aug 31, 2023			Not Started
Finance - Integrati...	List of any outstanding liens	David D	Aug 1, 2023	Aug 31, 2023			Not Started
Finance - Integrati...	List of any restricted funds...	David D	Aug 15, 2023	Sep 30, 2023			Not Started
Finance - Integrati...	Copies of any contracts wi...	David D	Aug 15, 2023	Sep 30, 2023			Not Started

Portfolio view – Implementation plan



Portfolio view - Implementation plan - Gantt chart

- The **Implementation plan dashboards** give an overview of all the activities across the entire program and can be filtered by workflow, initiative, owner, or date.



Dashboard view - Implementation plan

Tracking Change Management & Comms

Change Management & Communications is an optional section of the Initiative that will be available depending on the need to track Change Management on a particular engagement.

In the **Stakeholder Impact Assessment** form, you can define which stakeholders are impacted by the initiative, how and to what extent, what are the risks if impacts are not managed, and which Change Management levers are required to address impacts.

Understand, prioritize and plan to address stakeholder impacts within and across initiatives.

1. Create one "card" for each impacted stakeholder group
2. Select overall impact, risk and impact types, and assign each a level ranging from Low–Major impact
3. Select up to 3 change management actions that need to be addressed with this change
4. Denote any comments not previously listed through action steps
5. Select the date this action needs to take place and note the status of integrated Change Management plan development

Stakeholder Impact Assessment card

In the **Integrated Leadership Engagement Assessment** form, you can define which leaders' support is required for initiative success, what is leaders' current and targeted level of engagement, and when gaps need to be closed. **Note: Given the sensitivity, access can be limited for this page.**

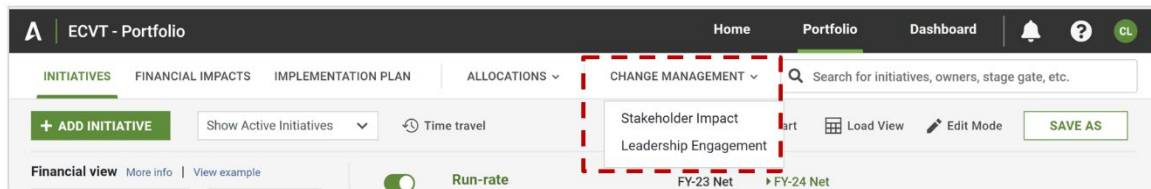
Identify key leaders whose engagement is critical to initiative success; assess and track the level of engagement.

1. Create one "card" for each leader whose engagement is critical to success
2. Select the current vs. target engagement level to define the gap
3. Select the date by which this action/gap needs to be completed
4. Denote the owner for the gap closure and the key actions needed
5. Denote any comments not previously listed through action steps

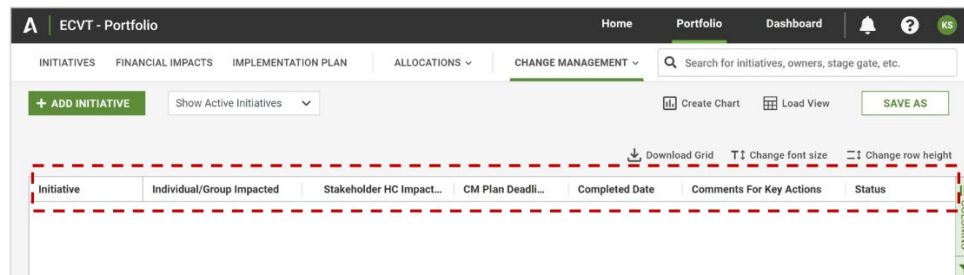
Integrated Leadership Engagement Assessment card

The Change Management drop-down can be accessed under the **Portfolio** page. The grid allows for a detailed review of each initiative and the ability to export all rows to Excel:

- Track stakeholder and leadership engagement progress by workstream – pursue gaps when needed
- Check status of plan development vs. target timing
- Zero in on major/significant impacts and risks
- Track actions in the implementation plan section
- Zero in on “red” gaps for leadership engagement assessment



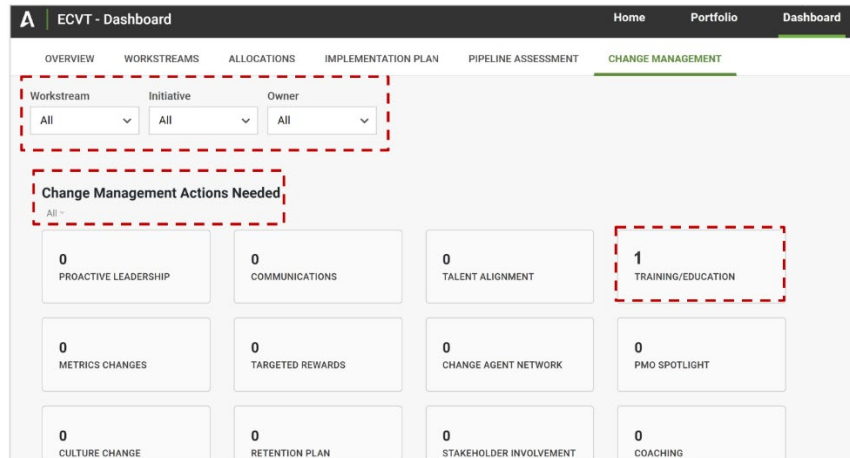
Change Management Portfolio view



Change Management grid in Portfolio view

The **dashboard** helps to aggregate and manage the Change Management initiatives:

- Provide a birds-eye view of all change management actions
- View need/demand for change management actions by type
- Align resources to change management levers with greatest need
- Filter by workstream, initiative, and owner for easier tracking



Change Management Dashboard view

Bulk-add of initiatives, actions, and activities (For Admin user only)

This feature will significantly boost team productivity by simplifying and streamlining the process of making mass modifications, **allowing admin users to more effectively add initiatives, financial actions, and implementation plan activities.**

- Add multiple initiatives, financial actions, and implementation plan activities. Ensure workstreams and custom attributes have been previously created through the Administration page.
- Populate the grid with data or copy (Ctrl+C) and paste (Ctrl+V) multiple rows at once.
- A template table is provided as a reference to ensure accuracy and completeness when inputting the necessary data.
- You can bulk-add new initiatives only to existing workstreams. Financial actions or implementation plan activities can be bulk-added exclusively for existing initiatives.

ECVT - Bulk-add Home Portfolio Dashboard **Bulk-add** Administration

Using Bulk-add - For Admin users only

- ✓ Add multiple initiatives, financial actions, and implementation plan activities. Ensure workstreams and custom attributes have been previously created through the Administration page.
- ✓ Populate the grid or copy (Ctrl+C) and paste (Ctrl+V) multiple rows at once. You may download the below template table and use it as a reference to paste the required data.

ECVT structure: You can bulk-add new initiatives only to workstreams that already exist. Bulk-adds of financial actions or implementation plans are permitted exclusively for existing initiatives.

Workstreams → Initiatives → Financial Impact Actions
Implementation Plan Activities

Need more help?

- Activate Guided Help from the help icon in the header
- Visit How-tos guide in ECVT SharePoint site.

INITIATIVES FINANCIAL IMPACTS IMPLEMENTATION PLAN HISTORY

ⓘ Bulk-add initiatives for only pre-existing workstreams. Initiative owners must be active users of the platform.

Remove selected rows Download initiatives template table **SAVE ALL**

* Workstream	* Initiative name	* Initiative type	* Initiative description	* Owner	* Stage Gate	* Lever
Organization Design & Effectiveness	Severance - contractual	Cost Savings - Headcount	Create one combined Finance function by consolidating teams, appointing team leads, and reducing activity overlap;	Samawil Miro	Execution in progress	Below the Li
Organization Design & Effectiveness	Finance - Combinational synergies	Cost Savings - Headcount	Ensure goal achievement in one area does not hurt performance in another	Samawil Miro	Execution in progress	Below the Li
Organization Design & Effectiveness	Finance - Integration	Cost Savings - Headcount	Ensure business continuity on Day 1 by focusing on Day 1 readiness of critical areas	Samawil Miro		Below the Li
Organization Design & Effectiveness	Centralize Financial Controllers	Cost Savings - Headcount	Setup of Integration Management Office (SMO)	Samawil Miro	Execution in progress	Below the Li
Organization Design & Effectiveness	Financial Controllers	Cost Savings - Headcount	Combine Finance function by consolidating teams, appointing team leads, and reducing activity overlap;	Samawil Miro	Execution in progress	Below the Li

Rows: 5

Initiatives Bulk-add grid. You can use the template table for reference.

- **Resolve bulk-add errors directly within the grid and save data.**

INITIATIVES FINANCIAL IMPACTS IMPLEMENTATION PLAN HISTORY

ⓘ 6 errors were detected. Correct the errors noted in the table below and save changes to finish uploading the initiatives.

Remove selected rows Show only rows with errors Download initiatives template table **SAVE ALL**

* Workstream	1 * Initiative name	* Initiative type	1 * Initiative description	* Owner	2 * Stage Gate	* Lever
Organization Design & Effectiveness	Severance - contractual	Cost Savings - Headcount	Required	Samawil Miro	Execution in progress	Below the Li
Organization Design & Effectiveness	Required	Cost Savings - Headcount	Ensure goal achievement in one area does not hurt performance in another	Samawil Miro	Required	Below the Li

- **Review added items in the history log and see the new content in the portfolio view.**

ECVT - Bulk-add Home Portfolio Dashboard Bulk-add Administration

INITIATIVES FINANCIAL IMPACTS IMPLEMENTATION PLAN **HISTORY**

Show logs: ☒ Initiatives ☒ Financial Impacts Actions ☐ Implementation Plan activities From January 10, 2024 To January 27, 2024

January 23, 2024

14:15 Initiatives
Mosconi, Bruno uploaded 54 initiatives

13:23 Financial Impacts actions
Mosconi, Bruno uploaded 25 Financial Impacts actions

Portfolio view

Portfolio view features

The **portfolio view shows updated engagement information in a grid view**: initiatives, financial impacts, implementation plans, allocations, and change management. You can add new initiatives, change the financial view through different filters, check for previous data with "time travel" and save your customized views for a later check.

Financial views can be modified from the dropdown selection. "More info" describes each type of view and "View example" shows an illustrative example on how to interpret the numbers of these views.

Initiative	Workstream	State Gate	Run Rate	FY-22 Net	FY-23 Net	FY-24 Net	FY-25 Net
Finance - Integration	Sourcing	Execution In	\$9.6M	\$53K	\$9.6M	\$9.6M	\$9.6M
MTS - Integration	Technology	Progress	-	-	-	-	-
Legal - Integration	Engagement Onbo...	Implemented	-	-	-	-	-
Finance - Combination	Sourcing	Execution In	\$24M	-	\$22.58M	\$24M	\$24M
HR - Combination	Technology	Progress	\$4M	(\$1.61M)	\$3.53M	\$4M	\$4M
MTS - Transformation	Engagement Onbo...	Execution In	\$3.4M	(\$9K)	\$2.62K	\$3.4M	\$3.4M
Finance - Integration	Sourcing	Progress	\$1.3M	\$4K	\$1.2M	\$1.3M	\$1.3M
MTS - Integration	Technology	Concept	\$4.42M	(\$11K)	\$3.4M	\$4.42M	\$4.42M
HR - Combination	Sourcing	Plan Developed	\$9.4M	\$8K	\$8.15M	\$9.4M	\$9.4M

Portfolio view

Key functions / capabilities you can utilize when building a portfolio:

- Toggle between Initiatives, Actions, and Implementation Plan.
- Click on any blue link for an initiative to open in a modal window and display the details for that initiative.
- Copy initiatives, high-light/copy-paste!
- Make mass-edits on the portfolio page.
- Add custom attributes to specific sections on your card.
- Tailor custom attributes for workstreams.
- Customize any of these display grids by hiding, exposing, filtering, or dragging and dropping the columns in the main panel.
- Access pre-configured views by accessing the "Load Views" option or create your own and save it using "Save Views". Tag your views for better organization.
- Load a default view with no filters or specific configurations applied.
- Save a portfolio view from one project/engagement and import it into another ECVT project.

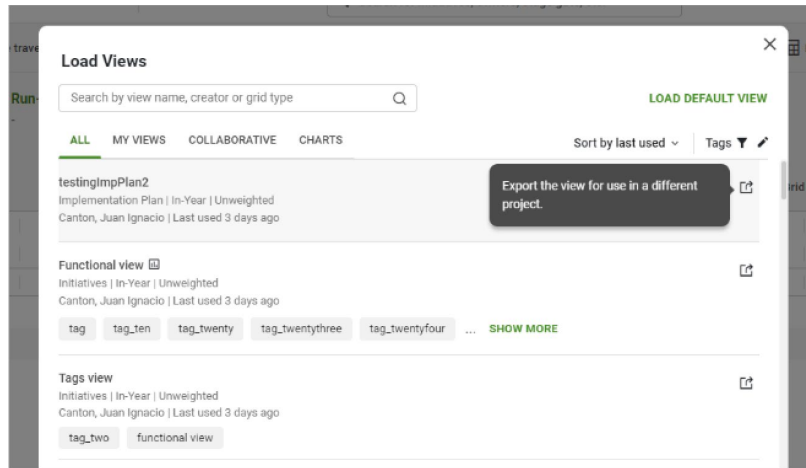
Make mass edits: To make mass edits from the portfolio view, click the Edit mode button, copy, paste, or edit the information you need, and save. The system will validate all the required information and point you to the errors.

Save and tag Portfolio views: You can either access pre-configured views through the **Load Views**

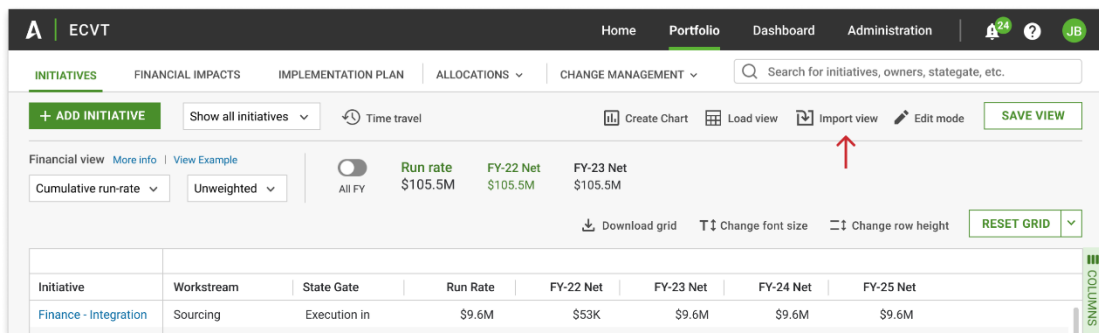
option or create your custom views and save them using **Save View**. You can create and assign **tags** when saving a portfolio view. Tags provide a dynamic way to organize and categorize saved views by facilitating easier access and enhancing collaboration.

Tag your views for better organization. You can search views by tags.

Leverage existing saved portfolio views across multiple engagements: Users can save a portfolio view from one project/engagement and seamlessly import it into another ECVT project. This functionality facilitates the **reuse of preferred tailored portfolio views from past engagements**, streamlining and jump-starting the process of setting up a new ECVT.



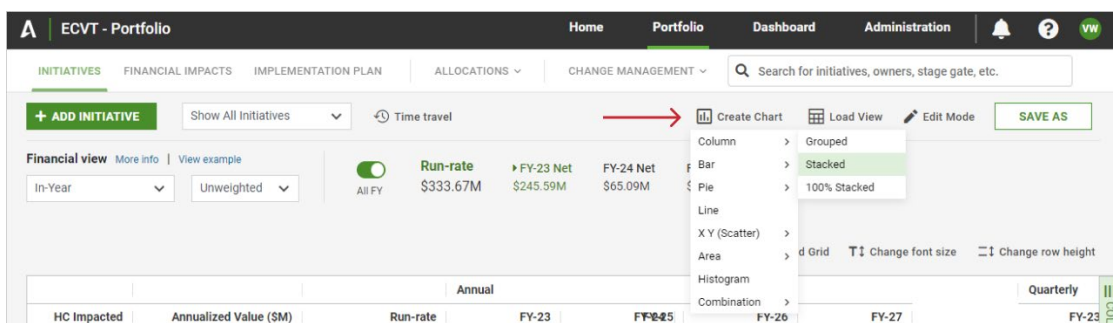
Export view



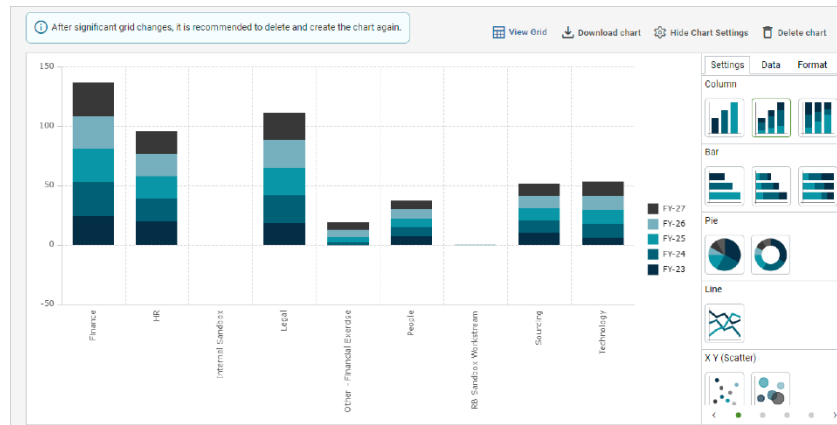
Import view

Create you own chart from a portfolio view

You can easily create your own custom charts directly from a Portfolio view, with the ability to choose from various chart types, customize data and formatting, and even download a PNG image of the chart.



Create chart from Portfolio view



View chart

Creating charts is made simple by filtering and/or entering pivot data. Once a chart is created, Chart Ranges appear in the grid, offering visual feedback by highlighting the charted categories and series data.

Workstream ↑	Run-rate	FY-23	FY-24	FY-25	FY-26	FY-27
Finance (12)	\$28.23M	\$24.04M	\$28.23M	\$28.23M	\$28.23M	\$28.23M
HR (15)	\$18.98M	\$19.59M	\$18.98M	\$18.98M	\$18.98M	\$18.98M
Internal Sandbox (12)	-	-	-	-	-	-
Legal (6)	\$23.25M	\$18.25M	\$23.25M	\$23.25M	\$23.25M	\$23.25M
Other - Financial Exerc... (17)	\$6.5M	(\$195k)	\$2.27M	\$4.22M	\$5.85M	\$6.5M
People (5)	\$7.5M	\$7.1M	\$7.5M	\$7.5M	\$7.5M	\$7.5M
RB Sandbox Workstream (3)	\$60k	\$29k	\$60k	\$60k	\$60k	\$60k
Sourcing (5)	\$10.35M	\$9.99M	\$10.35M	\$10.35M	\$10.35M	\$10.35M
Technology (8)	\$11.76M	\$5.85M	\$11.76M	\$11.76M	\$11.76M	\$11.76M

View grid

After significant grid changes, it is recommended to delete and create the chart again for the data to be refreshed correctly.

The buttons located in the top right corner of the chart offer convenient options such as returning to the grid, downloading the chart, toggling the visibility of the Chart Settings Panel, and deleting the chart.

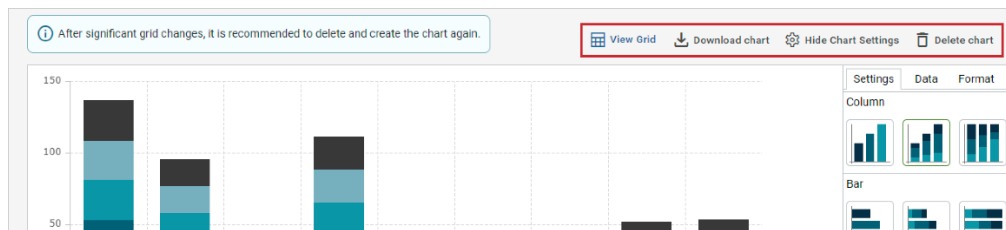
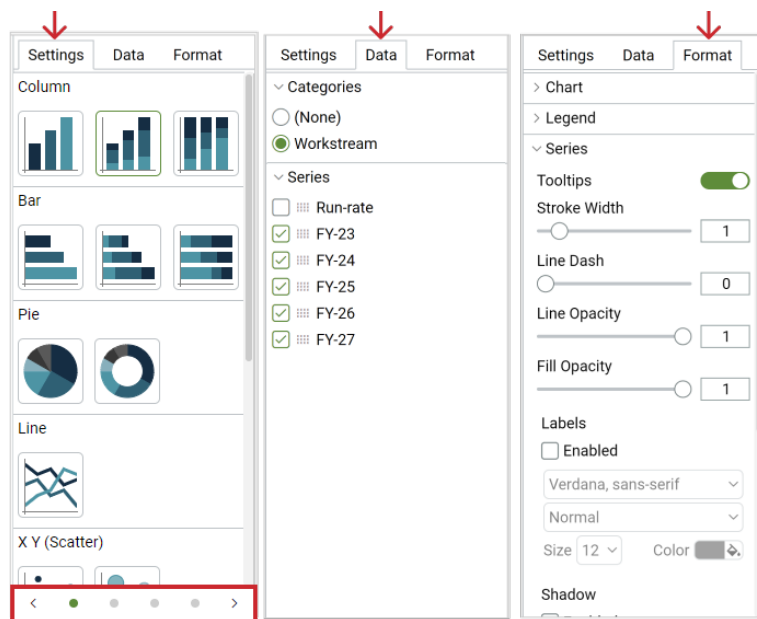


Chart options

The chart settings panel empowers users to make further modifications, including:

- Changing the chart type
- Selecting a different theme

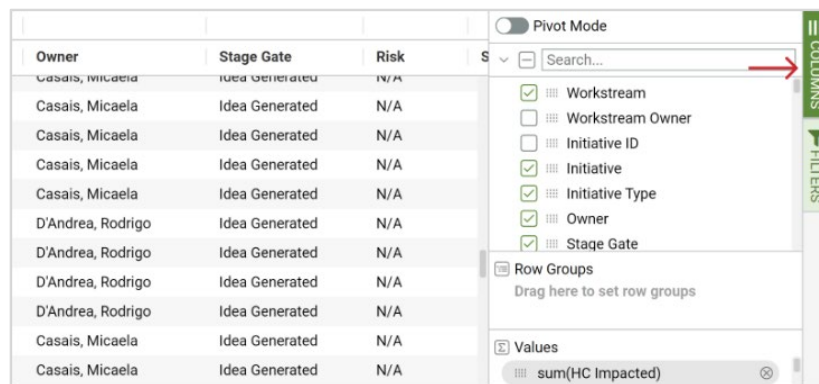
- Defining columns to be used as categories and series
- Formatting different aspects of the chart



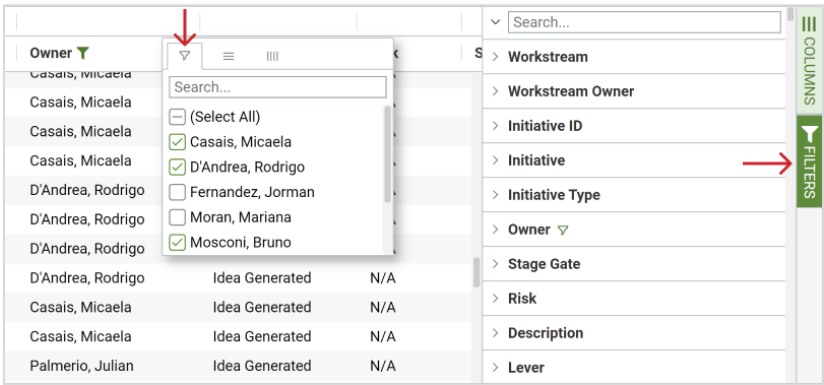
Charts settings panel

Configuration and filtering of grids

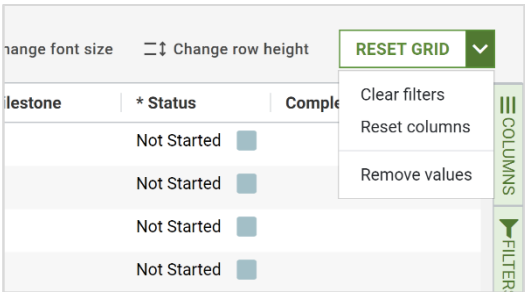
You can hide or show a specific column of the grid by clicking on the "Columns" tab at the right of the screen.



You can filter the information of each column by clicking on the "Filters" tab at the right of the screen or on the hamburger icon that appears when you mouse over the column header. You can save these filtered views.

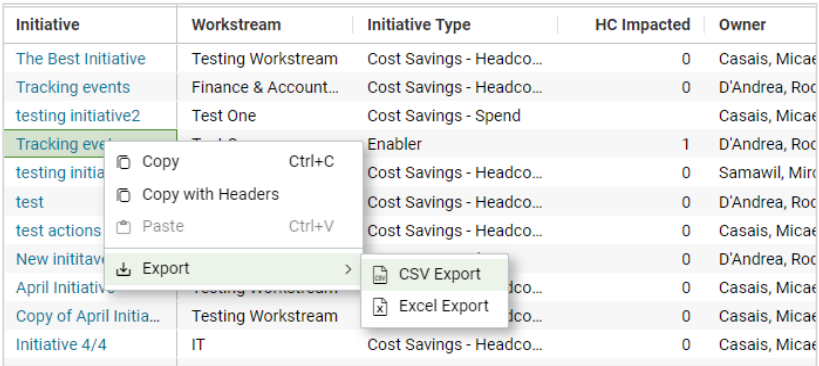


Clear applied filters, reset columns, or remove values from the Reset grid button.



Exporting and importing from Excel

To export the content of the Portfolio view to Excel, right click on any initiative of the grid and select "Export":



To make **mass edits** from the portfolio view, you should click on the "Edit mode" button, copy, paste or edit the information you need and save. The system will validate that all the required information is there and point you the errors.

ECVT - Portfolio - Sandbox initiatives

Home Portfolio Dashboard Administration

INITIATIVES FINANCIAL IMPACTS IMPLEMENTATION PLAN ALLOCATIONS CHANGE MANAGEMENT

Search for initiatives, owners, stage gi

+ ADD INITIATIVE Show All Initiatives CANCEL EDITS SAVE EDITS

Financial view More info View example

In-Year Unweighted All FY Run-rate FY-23 Net FY-24 Net FY-25 Net FY-26 Net FY-27 Net

\$333.3M \$245.59M \$65M \$7.47M \$2.74M -

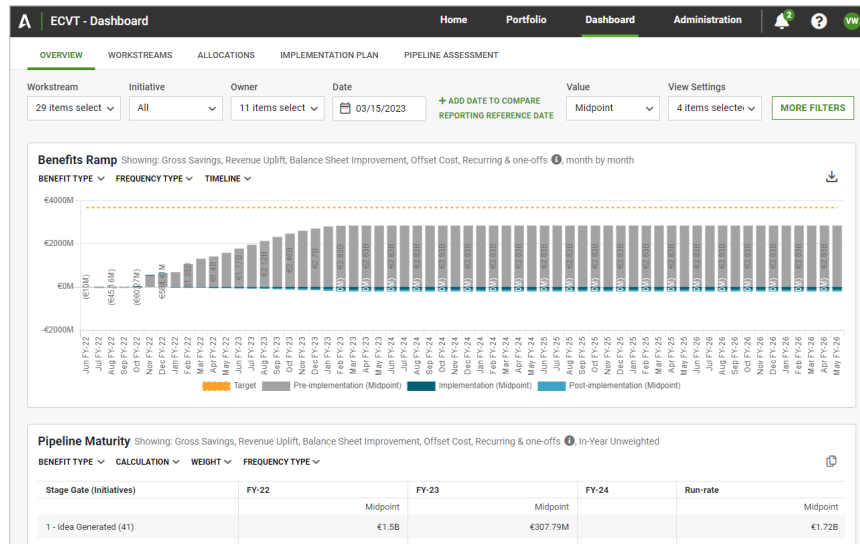
Download Grid Change font size Change row height

Initiative	Workstream	Initiative Type	HC Impacted	Owner	Stage Gate	Risk	Related Init
MTS - Integration	Technology	Enabler	0	Succar, Emile	Execution in Progr...	Moderate	
MTS - Combinatio...	Technology	Cost Savings - Headco...	470	Samawil, Miro	Concept	Minor	
MTS - Transformat...	Technology	Cost Savings - Headco...	20	Samawil, Miro	Concept	Moderate	

Edit mode in Portfolio view

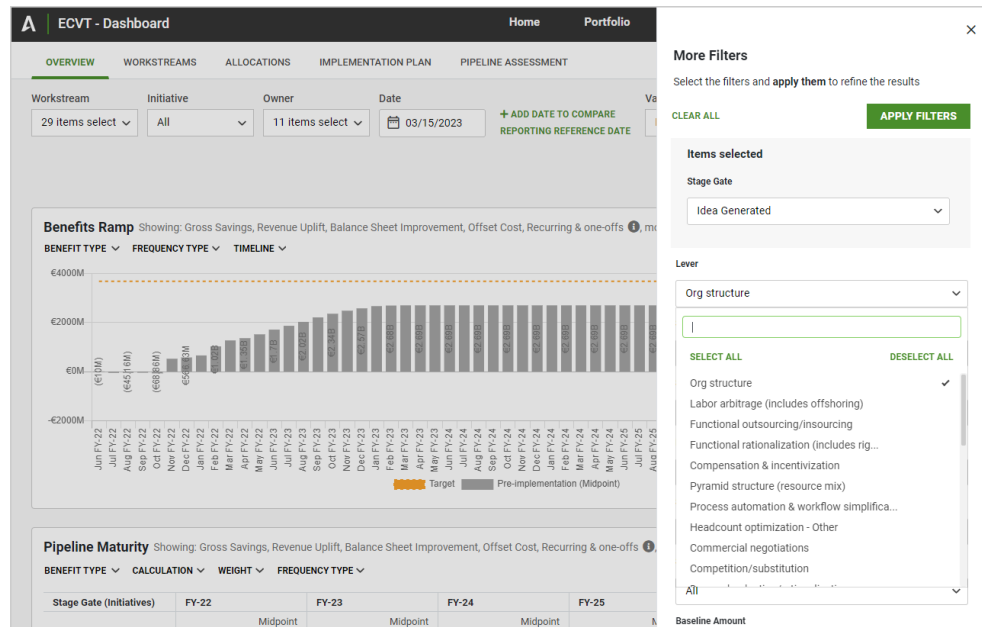
Dashboard view

The Dashboard view shows the information in a visual way through different graphs and tables. The **overview section** provides a general summary of the engagement. Workstreams, Allocations, Implementation Plan, Pipeline Assessment, and Change Management sections offer more detailed information. Charts can be downloaded in PNG format, and table information can be copied to the clipboard.



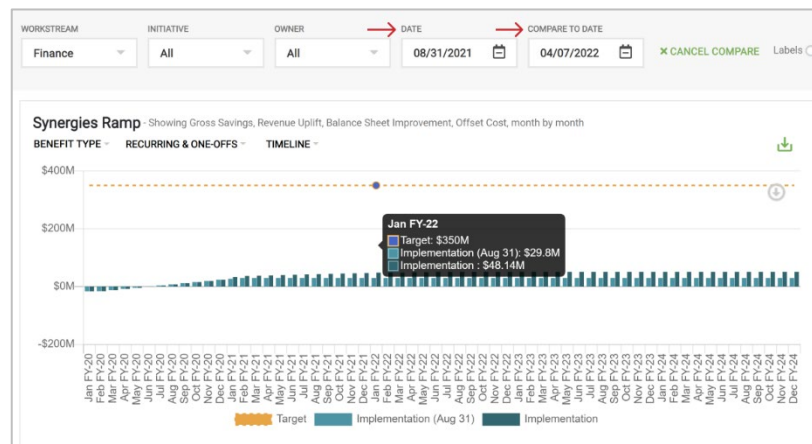
Dashboard view - Overview

Dashboard filters allow users to filter for additional standard and custom fields to further tailor their engagement Dashboards.



Common Dashboard view questions:

- Why aren't all my initiatives showing in the Overview Dashboards?**
 Only Initiatives with at least one financial impact defined will show up in the Overview Dashboards
- How does "Compare Date" work in the Overview Dashboards?**
 "Compare Date" allows the user to benchmark data points for a specific date against another one, which will serve as a "baseline". If you need to compare values from two different dates, select the dates in the header of the dashboard page.



- **How do I download a chart?**

You can download the charts in PNG format from the "Download" icon at the top right of each chart.

