

Adaptive Planning

Quick Start Guide

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Last updated May, 2008

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1. Overview

This Quick Start Guide provides a brief overview of the features and functionality of Adaptive Planning, and explanations of key concepts critical to the application. More detailed user guides are available for implementers, administrators, and end users.

2. Terminology & Key Concepts

Following are some of the key concepts regarding the Adaptive Planning application, and key terms used therein, with a brief explanation of each.

Who is Involved

Plan Implementer The Implementer is the person or team responsible for creating the company plan with the Adaptive Planning application.

Plan Administrator The Plan Administrator is the person or team who has the ongoing responsibility of maintaining and modifying the company plan and its data. The administrator may also be part of the implementation team.

Plan Users Plan users, also called planners, or planning managers, have budget-making authority. They log in to Adaptive Planning to enter and manage the planning data for those parts of the business for which they are responsible. Some users are responsible for individual departments, or cost centers, or projects, etc. Other planning managers roll up data from planners who report to them, in addition to being responsible for their own planning.

Plan Elements

Plan A plan is typically composed of a corporate plan and subplans.

Subplans are lower-level plans, representing, for example, functions, business units, or departments. Subplans can include their own lower-level plans. For example, the Sales plan may have subplans for each sales region, or the Marketing plan may have subplans for Public Relations, Advertising, and other departments.

The corporate plan is the top-level plan. It is a roll-up of all the subplans.

Accounts Planning accounts are in large part a subset of those found in the general ledger chart of accounts. Accounts can also be used to hold non-financial information, or metrics, such as ROCE, EPS, or DSO. Cumulative accounts, found on the balance sheet, can be planned either by changes in the account, or by ending balances.

Sheets Sheets are the tools planners use to enter planning information. Sheets are organized to hold logical groups of planning data. For example, an expense sheet is used to enter planning information for various expense accounts, such as travel or office supply expenses. A personnel sheet can be used to plan headcount detail.

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Versions Different versions of a plan can be created by the administrator for different purposes. A version represents a particular planning scenario, such as the 2008 budget, or a reforecast for 2008 following the first six months of the year, or the 2008 three-year (long-range) plan, or a what-if plan for evaluating the effects of a business transaction.

Other Concepts

Access Control The administrator gives planning managers access to plans, sheets, and accounts. When planners log in, they see only the plans (departments), sheets, and accounts they have been given permission to edit or view.

Workflow In Adaptive Planning, the term workflow describes the operational aspect of planning: as department managers complete their portions of the plan, they submit them for approval to their managers, who then submit them further up the hierarchy, until the entire version is approved by the appropriate planner.

Adding New Data Throughout the Adaptive Planning application, new data can be added by clicking on the New Row button in the sheet tool bar. (There are additional ways of creating data, such as entering values into cells; these data entry methods are described below.)



An Application Built on a Relational Database

Adaptive Planning is an application built on a relational database. Although the sheets (used for data entry) resemble spreadsheets in many ways, the application is different from a spreadsheet application. The differences can be summarized as follows:

In spreadsheets, data resides in cells on sheets. Each piece of data is referenced by its coordinates, e.g. C11. Data must be duplicated to be shown in more than one place. If a spreadsheet is deleted, the data is gone.

In Adaptive Planning, the data resides within a central database, not on the sheets and reports. This has several advantages:

- The same piece of data can be shown and edited in multiple locations, without being duplicated. There is only one instance of each piece of data, no matter how many times it is displayed.
- Data can be referenced more logically in formulas. Instead of referencing C11, for example, a formula can reference the Salary account. This is much more meaningful to users than C11. This also eliminates referential integrity errors.
- Most sheets and reports can be deleted without deleting the underlying data. Sheets and reports are like windows into the database. They display, but do not hold, data.

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Database Records

In order for data to reside in a database, it is broken into database records, the lowest level of detail. The key elements that each database record must contain are: plan (department), account, and time period.

An example of the minimum data that must be included in a database record:

Plan (department): Marketing
Account: Salaries
Time Period: January 2006
Value: \$24,292

The database record may also contain other dimensions or values, further delineating this record, e.g. Region = Southwest. But at a minimum, each record must contain plan/department, account, and time period.

Accounts	Jan-2008	Feb-2008	Mar-2008	Q1-FY08
PL Expense				
Operating Expense				
8300 Payroll & Related				
8310 Salaries	16,110	16,110	16,110	48,331
8315 Contractors' Wages	4,700	4,700	4,700	14,100
8320 Bonus	4,700			4,700
8330 Benefits	3,222	3,222	3,222	9,666
8350 Other Payroll				
8360 Consultants				
Total	28,732	24,032	24,032	76,798

The way that a database record is created is by entering data on sheets. Each sheet displays data for a plan/department (e.g. Marketing.) Data is entered into cells, each of which is in a row labeled with an account (e.g. Salary.) The cell is also in a column, labeled with a time period (e.g. Jan 2006.) By entering data into a cell, a database record is created with a plan/department, account, and time period.

The sheet is simply the vehicle for data creation. Once the data is created, the sheet can be deleted and the data would still reside in the database.

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How Data Rolls Up

Data is rolled up automatically in Adaptive Planning. No formulas need be created by users to cause data to roll up appropriately.

Account Rollups

The account tree is setup during implementation and managed by the administrator (more on this, below, in the section called Account Management.) In this tree, there is an account hierarchy where sub-accounts roll into parent accounts. This account tree drives the way that data in accounts is rolled up on sheets and reports. If an account rollup needs to be changed, the administrator makes the change to the account tree. All sheets and reports that display data by account will then automatically reflect the new account rollup.

- PL Expense
- Payroll
Salary
Benefits
Bonus
Commissions
Other Payroll
Contractor & Consultant
Marketing
Travel & Entertainment

Accounts	Q1-FY07	Q2-FY07	Q3-FY07
[-] PL Income	0	0	0
[-] Product	0	0	0
Services	0	0	0
Other PL Income	0	0	0
[-] PL COGS	853,671	941,493	938,849
[-] PL Expense	8,217,097	8,892,687	8,671,194
[-] Salary & Related	7,480,835	7,729,679	8,228,368
[-] Recruiting & Relocation	0	813,700	0
[-] Training and Seminars	0	0	0
[-] Marketing	268,516	306,968	408,568
[-] Travel & Entertainment	150,600	150,600	150,600
[-] Facilities	0	0	0

Shown here is an example of a report which rolls up data by account. These rollups are driven by the account tree.

Plan Rollups

Plan (or department, cost center, etc.) rollups work the same way. The plan tree is setup during implementation and managed by the administrator (more on this, below, in the section called Plan Management.) In this tree, there is a plan hierarchy where subplans roll into parent plans. This plan tree drives the way that data in plans is rolled up on sheets and reports. If a plan rollup needs to be changed, the administrator makes the change to the plan tree. All sheets and reports that display data by plan will then automatically reflect the new plan rollup.

- Corporate Plan
- US
[-] General and Admin
Accounting
IT
Manufacturing
[-] Marketing
General Marketing
Mar Comm
Product Mktg
Sales

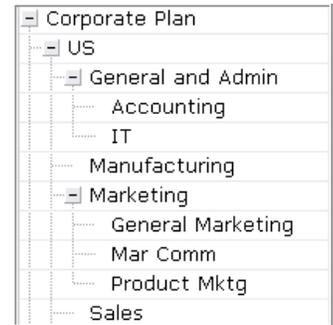
Plans	Q1-FY07	Q2-FY07	Q3-FY07
[-] Corporate Plan (Rollup)	8,217,097	8,892,687	8,671,194
Corporate Plan (Only)	189,056	442,400	203,717
[-] Marketing (Rollup)	1,944,720	2,187,780	2,252,105
[-] World Wide Operations (Rollup)	622,484	677,553	675,019
[-] Corporate Finance (Rollup)	870,856	511,309	493,853
[-] Manufacturing (Rollup)	853,671	941,493	938,849
[-] World Wide Sales (Rollup)	1,746,896	1,957,269	1,919,724
[-] Information Technology (Rollup)	636,162	695,924	699,651
[-] Human Resources (Rollup)	424,557	460,894	466,923
[-] Research and Development (Rollup)	928,694	1,018,066	1,021,353

Shown here is an example of a report which rolls up data by plan. These rollups are driven by the plan tree.

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Sheet Rollups

As described above, each sheet displays data for a plan/department (e.g. Marketing.) The Plan Selector in the upper right corner of every sheet is used to specify which plan's data is currently being displayed. If the plan selected is a parent plan, rolling up subplans, the sheet will automatically roll up the data based on same plan tree described above. The plan tree is setup during implementation and managed by the administrator.



Shown here is an expense sheet for the Advertising department. This is a subplan, with no subplans underneath.

Accounts	Jan-2008	Feb-2008	Sep-2008	Q3-FY08	Oct-2008
PL Expense					
Operating Expense					
8300 Payroll & Related					
8310 Salaries	1,562	1,562	1,562	4,688	1,562
8315 Contractors' Wages	4,700	4,700			
8320 Bonus	4,700				
8330 Benefits	3,222	3,222	3,222	9,666	3,367
8350 Other Payroll					
8360 Consultants	6,250	6,250	6,250	18,750	6,250
Total	20,435	15,735	11,035	33,104	11,180

Shown here is the same expense sheet for the Marketing Communications department (chosen from the plan selector.) This is a parent plan, which rolls up the subplan Advertising, as well as other subplans. Notice that the **View Rollups/Edit Plan** radio choice is now shown. (This is discussed below, in the section called Entering Data in Standard Sheets.) Also, the background color of the cells has changed, indicating that that data cannot be modified because it is rolled up. This rollup of data has happened automatically, based on the plan tree set up in Administration.

Accounts	Jan-2008	Feb-2008	Sep-2008	Q3-FY08	Oct-2008
PL Expense					
Operating Expense					
8300 Payroll & Related					
8310 Salaries	1,562	1,562	1,562	4,688	1,562
8315 Contractors' Wages	16,450	16,450	11,750	35,250	11,750
8320 Bonus	4,700				
8330 Benefits	7,049	7,049	7,049	21,146	7,366
8350 Other Payroll					
8360 Consultants	6,250	6,250	6,250	18,750	6,250
Total	36,011	31,311	26,611	79,833	26,928

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3. Moving Around the Application

Logging In

Adaptive Planning is a hosted, on-demand software solution that is instantly available via a web browser. (Adaptive Planning also offers an on-premise version for companies that prefer to deploy a solution behind their firewall.)

To login to a plan, go to www.adaptiveplanning.com, and select Customer Login. Select an edition by clicking on Enterprise, Corporate or Express, as directed by the administrator. The next screen will be the Home page of the company plan.

On the right side of the Home screen, the name of the current version is displayed (e.g. Budget 2008.) There is an Admin link, which will be seen by users with Administrative authority.

The application functionality is divided into key segments, represented by tabs. The two tabs that most users will see are Home and Sheets. There are additional tabs that may be seen by some users, depending on their level of access.

The Sheets Tab

The Plan Selector

At the top right of every sheet, there is a **Plan Selector**. This is a drop-down menu displaying a hierarchical structure, composed of a top-level corporate plan, and subplans. Please see Terminology and Key Concepts, above, for more information on plans.



Here, users can view their subset of the plan structure. A planner might have responsibility for one or more plans. For example, a Marketing manager might be responsible for planning both the Advertising and the Public Relations departments. Both of these departments would be listed in his plan selector.

A different planner might have responsibility for a **parent** plan, containing **child** plans (also called subplans.) For example, the VP of Marketing is responsible for managing and rolling up the plans of all of the marketing departments.

Important Concept: Most of the time, all data shown, entered, or modified on a sheet will be for the specific department chosen in the plan selector (the working plan.) For example, if the plan selector says Marketing, then all data displayed will be for the Marketing department.

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However, there are exceptions to this rule, as follows:

1. In some sheets, it is possible to enter data for all plans which roll up under a parent plan.
2. Some sheet can be changed so that they display data for one account. In this case, data can be entered in an account for more than one department.

Three Types of Sheets

There are three different types of sheets:

- Standard Sheets, e.g. Expenses
- Modeled Sheets, e.g. Personnel
- Global Sheets, e.g. Assumptions

Standard Sheets

Standard sheets display a grid, by default showing accounts down the side and time periods across the top, for a specific department. The cells are used for entering numeric values or formulas into accounts.

Standard sheets can be rotated (View by Plan mode) so that they have departments down the side and time periods across the top, for a specific account.

Modeled Sheets

Modeled sheets are designed to accept inputs from planners, and contain underlying logic for automatically modeling the results of those inputs. The most common uses of modeled sheets are:

- **Personnel** sheet: for planning headcount details, and calculating resulting monthly salaries and related benefits expenses
- **Capital** sheet: for planning capital purchases, and calculating resulting monthly depreciation expense
- **Sales** sheet: for planning projected sales, and calculating resulting revenue, COGS, invoicing, and accounts receivable

Modeled sheets are created and configured by administrators. Planners use the sheets to enter forecasted revenue and expense drivers, such as headcount, capital spending, and sales. These drivers can be tagged with dimensions such as benefits choice, revenue recognition method, or invoicing timing.

Behind the scenes, these inputs and the associated dimensions are used to automatically calculate revenue, expenses, and balance sheet activity, which can be spread out over future time periods (e.g. revenue recognition, depreciation, invoicing.)

The automatically calculated values are placed in modeled accounts. At this point, these calculated values are stored in the database but are not yet included in the P&L or Balance Sheet. Administrators link these modeled accounts to the appropriate financial planning (GL) accounts, e.g. Salaries, which roll up to the forecasted financial statements.

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Plan-Independent Sheets

Plan-independent sheets provide a way for users to see and modify data to which they would not normally have access. These sheets can be particularly useful for allocations. For example, expenses from the IT department are allocated to all other departments, based on the number of computers in each department. The IT manager does not have access to enter data in departments outside of IT. However, using a plan-independent sheet, the IT manager could enter the number of computers in **all** departments, and this data could be used to drive the IT allocation.

Entering Data in Standard Sheets

View vs. Edit Mode

Any plan with subplans operates in two modes:

- **View Rollups** mode for viewing plan rollups
- **Edit Plan** mode for entering or editing values in the plan itself

Expenses Sheet

View Rollups Edit Plan

In order to work with the data in a plan, a user must be in edit mode. (In the case of a non-rollup plan, the only mode is edit mode.) Planners can switch modes by clicking the View Rollups or Edit Plan radio button on top left of any sheet.

On standard sheets in View Rollups mode, cells cannot be edited. Buttons become inactive and the color of the cell changes, indicating that cells cannot be edited. A rollup department may also be used to plan data for that department, in Edit Plan mode.

Editing a Cell

Utilities	
Telephone	
Cell Phones	25
Landlines	50
Total	75

Not all cells can be edited. The cells are color coded to indicate whether data can be added to a particular cell.

White: Cell can be edited
Grey: Cell cannot be edited

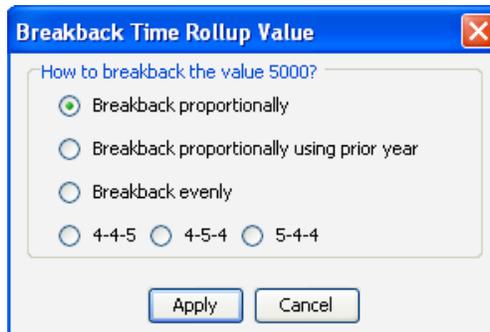
Following are the ways that cells can be edited:

- **Enter values and formulas:** Numeric values can be entered directly into a cell; a formula can be entered into the cell, or in the cell edit box (or can be entered using the Formula Assistant.) More on this, below.
- **Copy values forward in the plan:** Copying values forward provides the opportunity to copy the contents of the selected cell into future periods of time. Copying values forward is useful when accounts are expected to stay the same or to increase or decrease at a defined rate over time.
Numeric values or formulas can be copied forward from any cell that can be edited, including rollups.
Copy Forward is available from the right-click menu these cells.
- **Insert rows to create splits:** A split is a supporting calculation for accounts. For more information on this topic, please see the section above, called Accounts/Splits.)

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- **Edit time period rollups:** Editing a time period rollup (e.g. Q1) is quick way to update totals and redistribute the new total among time periods (e.g. Jan, Feb, Mar.)

Editing a time period rollup will present the user with the following dialogue box:



A similar breakback dialogue box can be accessed by right-clicking on a cell in the rollup time period, then choosing Adjust.

Formulas

A value in a cell can be calculated, using a formula. A formula can be created for a specific cell, by opening a sheet for a specific plan, choosing a specific account and time period, then creating the formula (e.g. =5*20.) A formula can be entered directly into the selected cell, from the cell edit box, or by using the Formula Assistant.

The **Formula Assistant** helps Planners construct syntactically correct formulas. It is used primarily for inserting valid accounts, assumptions, qualifiers, and functions into a formula.



This way of entering formulas, into specific cells, is useful whenever the formula is going to be used in only one place ("meaning a specific department/account combination.) Formulas can be copied and pasted from one cell to another.

- **Note:** If a formula is desired in an account across MANY departments, there is a way to set this up without keying in the formula in many places. Please see the section below, called **Administration/The Formulas Tab**.

Splits

A split provides a useful way for planners to enter additional detail or supporting calculations within accounts. Using splits, multiple lines can be created within any given account. This makes it easy for planners to document their planning assumptions within the plan itself.

Split Example:

Utilities		
Telephone		
Landlines	50	50
Cell Phones	25	0
Total	75	50

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Reports

The Reports tab is available to all planners with the appropriate access. Reports are useful for analysis, because they can bring together data from different areas of the company, and that data can be sorted and subtotaled in different ways. Reports are not used for data entry. (Sheets, on the other hand, are used for data entry, and display data for a specific department across accounts, or for a specific account across departments.) Many reports are created for planners by administrators, but users also have the ability to create their own reports.

Reports provide ways of looking into the database. Filters or time ranges can be changed to modify the view of the data. The same report can be made available to all planners, but each planner, when opening that report, will see only the data to which he has been given access.

Reports can be created, modified and deleted without affecting underlying data. Running a report instantly displays the results.

Reports can be easily created with a drag-and-drop Report Builder. They can be sorted and subtotaled by any combination of time and the identifiers in the plan (e.g. department, account, custom dimensions.) Reports can have a dimension other than time across the top and/or down the side (in the columns and rows axes.) Different versions can be compared to one another for variance analysis. Charts and dashboards can be created. Hierarchical folders serve the purpose of report organization and management. Drag and drop can be used to arrange reports within folders, and favorite links can be established.

4. The Administration Section of the Application

Only administrators have access to the Administration section. The Administration functionality is used to configure, modify and administer the corporate plan and all of its sub-plans.

Plan administration will usually include the following tasks:

1. Adding plans and subplans to the corporate structure, or otherwise modifying the structure of the overall plan.
2. Modifying the account structure as necessary.
3. Creating and modifying custom dimensions.
4. Creating formulas for accounts where appropriate.
5. Creating and modifying sheets, including customizing sheets for subplans.
6. Creating and modifying assumptions to be used by other planners.
7. Creating new versions of the plan for different planning purposes.
8. Creating and modifying users, their roles, permissions, and their access.
9. Importing actual data and/or exporting plan data

Plan Structure Administration

The company's department list and rollup structure are maintained here. The plan structure can be imported during model implementation. Plans can be added or modified at any time.

Account Management

The company's account list and rollup structure are maintained here. The account structure can be imported during model implementation. Accounts can be added or modified at any time.

The administrator is responsible for account management, which includes:

- Adding new accounts

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- Renaming accounts
- Changing the account rollup structure
- Creating or editing formulas for specific accounts in some or all departments

General Ledger Accounts

General Ledger accounts are those accounts which can be found in the GL and are also used in Adaptive Planning: income, expenses, assets, liabilities, etc. These accounts are used in Adaptive Planning to hold entered or calculated plan values, and imported actual values from the GL.

General Ledger accounts can hold values or formulas, which can be created on sheets or in the Formulas tab. These accounts can also hold imported actual data.

Custom and Metric Accounts

Custom accounts can be used to hold financial and operational data, such as square footage for a facilities allocation, or number of trips and cost per trip to drive T&E expense. Custom accounts can also be used to gather information from other accounts - summary data, such as total R&D expense, or total full-time headcount. These accounts can then be displayed on financial statements or key performance indicator reports, or can be used to drive other accounts.

Custom accounts can hold values or formulas, which can be created on sheets or in the Formulas tab.

Metric accounts can be used to calculate either financial ratios or non-financial metrics. Metric accounts must hold calculations, pulling data from elsewhere in the plan (for example, Gross Margin %, which divides gross margin by revenue.)

Metric account calculations are created within account setup, not on a specific sheet. That way, this account and its calculation can be displayed in many places.

Version Management

Different versions of a plan can be created for different purposes. The administrator creates the different plan versions, and determines which version is the current working plan version (that is, the version that users are expected to be actively working in now.)

Sheet Management

The Plan Administrator is responsible for sheet management, which includes:

- Creating new standard, modeled, or plan-independent sheets, or modifying existing ones
- Assigning standard and modeled sheets to plans, and plan-independent sheets to users
- Adding accounts to sheets and designating which accounts are read-only
- Hiding accounts on sheets for specific plans

Account Access

The same sheet can display different accounts for different departments. For example, the Marketing departments should have access to the marketing expense accounts, but other departments should not.

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In standard and plan-independent sheets, clicking Customize Sheet for Subplans presents an opportunity to choose which accounts will be shown on different sheets. **This is where account access is granted to users.** If a user has been given access to a Department/Plan, and is given modify access to an account in a standard sheet, then the user will be able to view and modify that account in that department.

Dimensions

Dimensions are fields which provide sorting and reporting options beyond just department and account. Examples are product line, region, territory, job code, etc. The administrator defines the dimensions and determines where they are to be used. In addition to being a sorting tool, dimensions can also be associated with lookup tables to drive calculations in modeled sheets.

Assumptions

Assumptions are values or calculations that administrators (or others with the appropriate permission) create. These assumptions are global, in the sense that although they cannot be modified by users, they are available to planners to use in sheet calculations. The way that users access these assumptions is through the Formula Assistant, within sheets. A user can create a formula which includes an assumption created by the administrator. Or, an administrator can create an assumption, and then create departmental expense items driven by the assumption.

An example is a formula in each department which multiplies headcount in that department by an assumption called "Supplies per Head."

These calculations typically would not be editable by planners (see Account Access, above.)

Users must be granted access to the Assumptions tab in order to create global assumptions to be made available to other users. However, individual planners can also create their own assumptions, using the **Locals** sheet. These Locals are then available to be included in the user's formulas.

The Formulas Tab

Formulas can be created by all users on sheets, as described above. This can be useful on a one-by-one basis. Administrators can create formulas another way, on the Formulas Tab, where default formulas can be created in specific accounts in some or all plans. The same account can hold a different formula in different plans. This means that, for example, Supplies expense can be calculated one way in Marketing (e.g. a function of the number of planned trade shows) and another way in Engineering (e.g. a function of headcount.)

User Management

Users are people with budget-making authority who log in to Adaptive Planning to work with the plan. Each user requires a unique ID and password. The possible number of users is unlimited. User setup can occur at any point during the implementation. Once the users are created, roles and plans need to be assigned to users, and sheet access granted.

Roles and Permissions functionality requires that every user be assigned a role, and each role type is granted specific permissions. Permissions determine which actions a user can perform in the application. It is possible to have several people share Administrative responsibilities; or to prohibit users from seeing salary information; or to have users who can view reports even though they are not responsible for developing plans.

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Import/Export

Data can be imported into a plan by the administrator (or any other user who has been granted the appropriate permission.)

Imported data can include actuals from a general ledger, or personnel data from a headcount tracking system, or plan data from a spreadsheet or other system. Model structure items can also be imported during the initial implementation of a company's plan. These include departments, accounts, and assumptions. In addition, dimensions can be imported at any time.

The import process is very flexible, in that the source data can be output from any general ledger or other system, or spreadsheets. The source data must be formatted in a specific fashion, but this often requires no more than a small amount of manipulation in Excel. The Plan Administrator should first obtain an output file from the GL or other system, and then, using Excel, format it as directed in the templates provided by Adaptive Planning. It is not difficult; the import templates provide explicit instructions.

International Users and Planning in Multiple Currencies

Adaptive Planning users outside of the United States can enter text in their own language, and can enter numbers and dates and see them displayed in expected local formats.

International users can plan in their own local currencies. Each plan (department) is assigned a currency, and all financial data is displayed in a department in that currency. When subplans roll up, their financial data is automatically converted from their own currency to the currency of the parent department. All data is ultimately converted to the currency for the total company.