TurboBPR Tutorial
Version 2.5

Developed by OSD C3I(IM)

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TurboBPR Version 2.5

TurboBPR 2.5 is a Windows-based business process reengineering support tool developed by OSD C3I (IM). TurboBPR helps you respond to BPR, GPRA, and business planning requirements by:

- Capturing the essential elements of strategic planning, operations analysis, and project evaluation through accepted frameworks.
- Highlighting and maintaining the linkages between related plan elements. For example, TurboBPR helps you connect goals to initiatives.
- Providing both on-screen guidance and a comprehensive help system to assist users in strategic planning, functional economic analysis, and business process reengineering. More than just assistance in operating the software, TurboBPR user help includes guidance, suggestions, and examples.
- Automating cumbersome cost computations, assisting with the clerical tasks, and summarizing the elements of your work in ASCII text or a formatted Microsoft Word document.

What's New in TurboBPR Version 2.5

TurboBPR 2.5 provides several new features which enhance its flexibility. You can now:

- Import initiative cost data from a Microsoft Project file.
- Create detailed worksheets to describe your initiative impacts upon performance.
- Attach initiative-specific notes for initiative costs, performance impacts, and cost impacts.
- Print your detailed worksheets directly from TurboBPR or have them included in the Microsoft Word report.
- Expand your detailed worksheets to full-screen size for easier editing.
- Paste worksheet values between sheets.
- Include up to 50 years of data (as opposed to 20) for each performance measure, initiative, and the AS-IS operations costs.

In addition, the contents of the TurboBPR report appendix have been broadened, and the Answers to Common Questions topic has been reorganized and extended.

TurboBPR Tutorial
Version 2.5

This tutorial guides you through all five TurboBPR modules using a fictional Functional Economics Analysis (FEA) scenario. Please note that this scenario is *for exposition only*. All data have been fabricated or revised for simplicity.

During the tutorial you will add data to a project, revise existing data, and interact with the software. Please take the time to experiment with the software. You cannot "break" the software by playing with it.

The tutorial consists of eight lessons:

- Lesson 1: Getting Started
- Lesson 2: Strategic Planning
- Lesson 3: Operations Analysis
- Lesson 4: Initiatives
- Lesson 5: Alternatives
- Lesson 6: Actuals
- Lesson 7: Creating TurboBPR Reports
- Lesson 8: Using TurboBPR Converter

If you want to complete all the lessons in one sitting, it will probably take you about 3 hours. If you want to complete the tutorial over multiple sessions, you can easily save your work and return later. Although the lessons build on one another, you may try jumping ahead. Before starting the TurboBPR tutorial, you should be comfortable using Windows and a mouse.

After completing the tutorial you will know:

- What data TurboBPR needs
- How to enter data into TurboBPR
- How to build linkages (relationships) between data in TurboBPR modules
- How to create reports using TurboBPR data
- How to convert projects from version 1 to version 2.5 of TurboBPR

For those who are unfamiliar with Microsoft Windows, you may find it helpful to refer to the Windows Reference in the Appendix for help in understanding Windows elements before starting the tutorial.

Typographical Conventions

General Conventions

The following kinds of formatting in the text identify special information.

Formatting convention	Type of information
Bold type	Names of buttons, tools, and other items that execute. TurboBPR commands.
Italic type	Words that appear on TurboBPR screens.
`Monospaced font`	Words or characters that you type.
CAPITAL LETTERS	Names of files.
< >	Place holders for items you must supply, such as filenames.
" "	Input data already in database.
Initial Capital Letters	New terms introduced.

Keyboard Conventions

All key names are shown in small capital letters. For example, the Control key is shown as CTRL and the Escape key is shown as ESC (The keys on your keyboard may not be labeled exactly as they are in this tutorial).

RETURN key and ENTER key

These keys perform the same function in TurboBPR. In the TurboBPR tutorial, "Press ENTER" means that you can press either ENTER or RETURN.

Shortcut keys

Keys are frequently used in combinations or sequences as shortcut keys. For example, CRTL+A means to hold down the CTRL key while pressing A. ALT, F, O means to press and release each of these keys in order.

Arrow Keys; HOME; END; PAGE UP; PAGE DOWN

You can use the UP ARROW, DOWN ARROW, LEFT ARROW, and RIGHT ARROW keys to move the insertion point in a text box or worksheet. Some of these keys can be used in combinations, such as CTRL+HOME.

Mouse Conventions

You can use either a single button mouse or a multiple button mouse with TurboBPR.

- If you have a multiple-button mouse, the left mouse is the primary mouse button, unless you have configured it differently. TurboBPR requires you to use the primary mouse button.
- "Point" means position the mouse pointer until the tip of the pointer rests on whatever you want to point to on the screen.
- "Click" means to press and then immediately release the mouse button without moving the mouse.
- "Double-click" means to click the mouse button twice in rapid succession.
- "Drag" means to point and then hold down the mouse button as you move the mouse.

Tutorial Scenario: Logistics

Throughout the tutorial you will use the SUPPLY.BPR scenario file provided with the TurboBPR Software. This scenario is loosely based on an actual BPR success story in a DoD logistics function. The details have been changed to better illustrate the use of TurboBPR.

Lesson 1: Getting Started

Approximate completion time: 15 minutes

After completing Lesson 1 you will know how to:

- Start TurboBPR
- Use the Menu Bar and Toolbar
- Use TurboBPR Help
- Open and save a file in TurboBPR
- Use TurboBPR Notes.

Starting TurboBPR

If you have not already started the TurboBPR program, double-click on the TurboBPR icon to start the program. An introductory screen with a **Start**, **Help** and a **Movie** button will pop up. If you would like a quick overview of TurboBPR before working through the tutorial, click the **Movie** button for an animated tour. Now, click the **Start** button.

Using the TurboBPR Menu Bar and Toolbar

Notice the Menu Bar. It provides the following options: **File, Edit, Modules, Tools, View,** and **Help**. Click anywhere outside of the **File** menu to close the menu. Below the menu bar is a Toolbar containing seven tools. Pass the mouse over each tool. A Tooltip describing each tool pops up as the mouse passes over the tool.

Using TurboBPR Help

Click the **Help** menu. Then click **Context Sensitive Help** from the list under help. TurboBPR's context sensitive help will take you to different topics in the help file depending on the module you are in. You're not in a TurboBPR module yet, so the Help system brought you to the Help *Turbo BPR Workplace* contents screen.
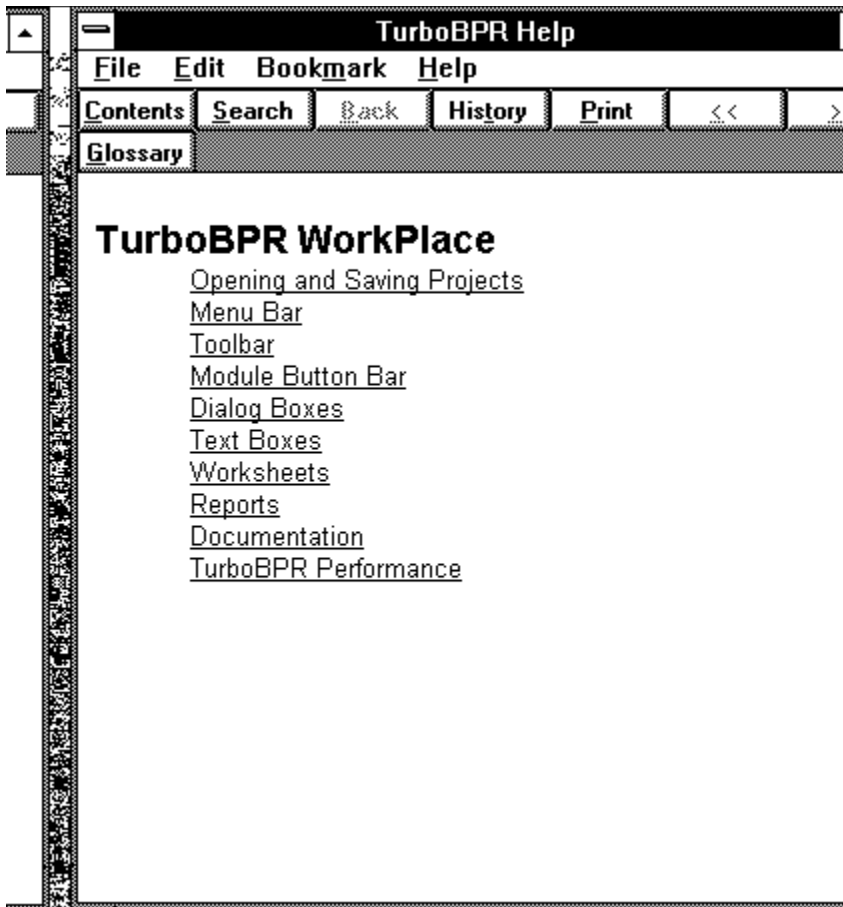
Figure 1.1

There are ten major topics listed in green. Notice how the cursor changes from a pointer to a finger as you pass it over the topics. Click on **Opening and Saving Projects**. The *Opening and Saving Projects* help screen appears. Next, click on **Opening an Existing Project**. The *Opening an Existing Project* screen appears. Read the directions on the screen, because our next step will be to open a project.

Now let's return to TurboBPR from the Help system. Double-click the TurboBPR Help control menu button (the small gray box in the upper left-hand corner of the screen) to close the Help screen.

Opening a File

Now we're going to open the SUPPLY.BPR scenario file. Click the **Open File** tool (it looks like an open yellow file folder). An *Open* dialog box will appear. On the left side of the dialog box is a list of all .BPR files in the TURBO2\FILES directory. Double-click on the file named SUPPLY.BPR. An hour-glass will appear on your screen as the file is opened. Your screen should look like this one:
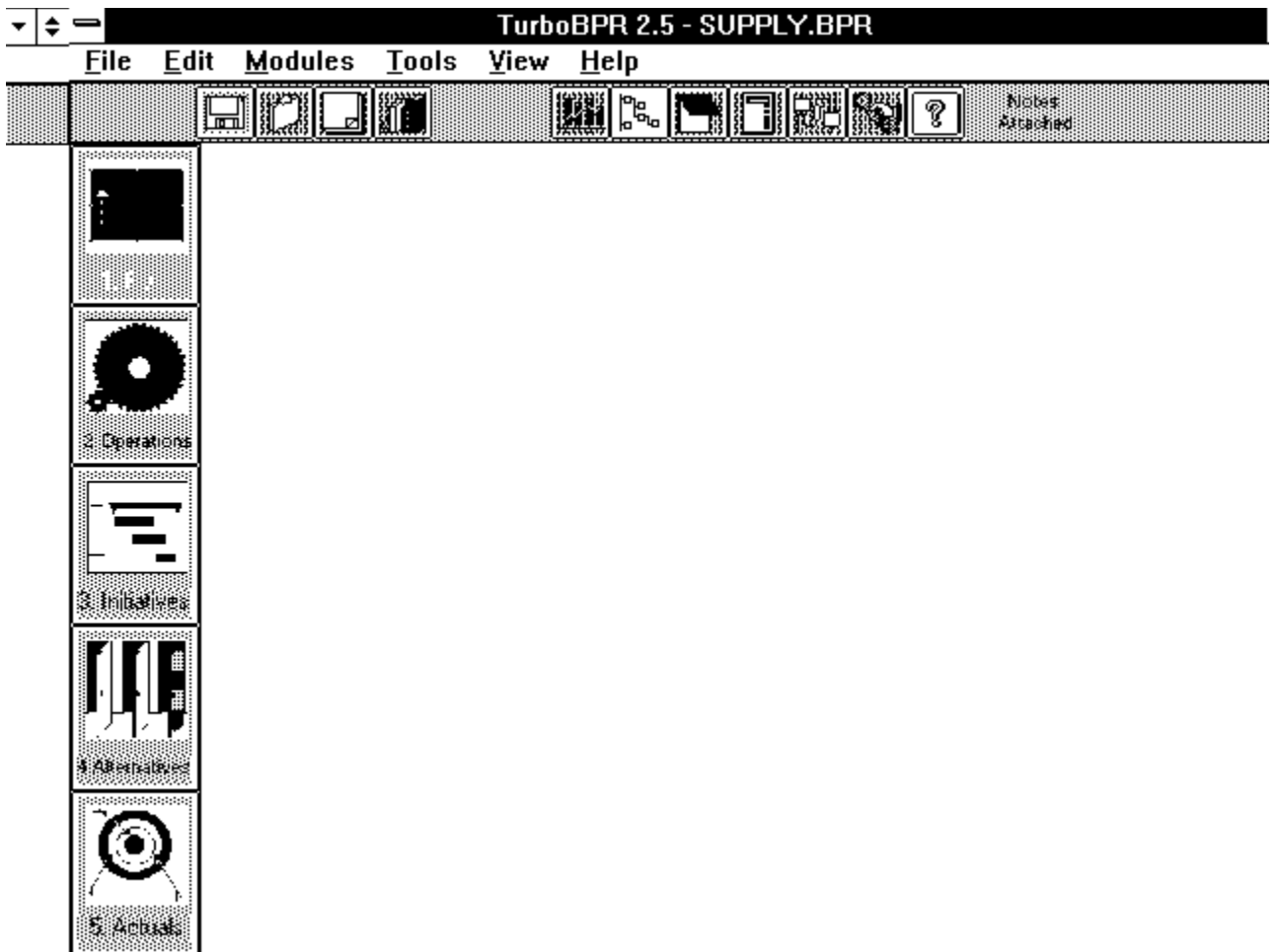
Figure 1.2

Using the Module Button Bar

The vertical group of five buttons on the left side of your screen is the Module Button Bar. These buttons allow you to easily navigate through all the TurboBPR modules.

Notice that after opening the scenario file several new tools are also available on the horizontal toolbar near the top of your screen. Pass the cursor over each new tool to learn what each represents.

Saving Your TurboBPR File

Before you begin to work with the tutorial file, you should create a backup copy of the original project for future use. To do this, click the **File** menu. Click on the *Save As* option. The *Save As* dialog box opens. The cursor is in the box below *File Name*. Click the DELETE key to clear the rectangle. Type in SUPPLY1.BPR and click **OK**. Now Click the **File** menu again and click the *Close* option. SUPPLY1.BPR has now been

created as a backup of the original project file. To open the original file and continue the tutorial, click on the **File** menu. Click *Open Project ...* to open the *Open* dialog box. Type SUPPLY.BPR in the box below *File Name* and click *OK* to open the original project file.

Using the Notes Feature

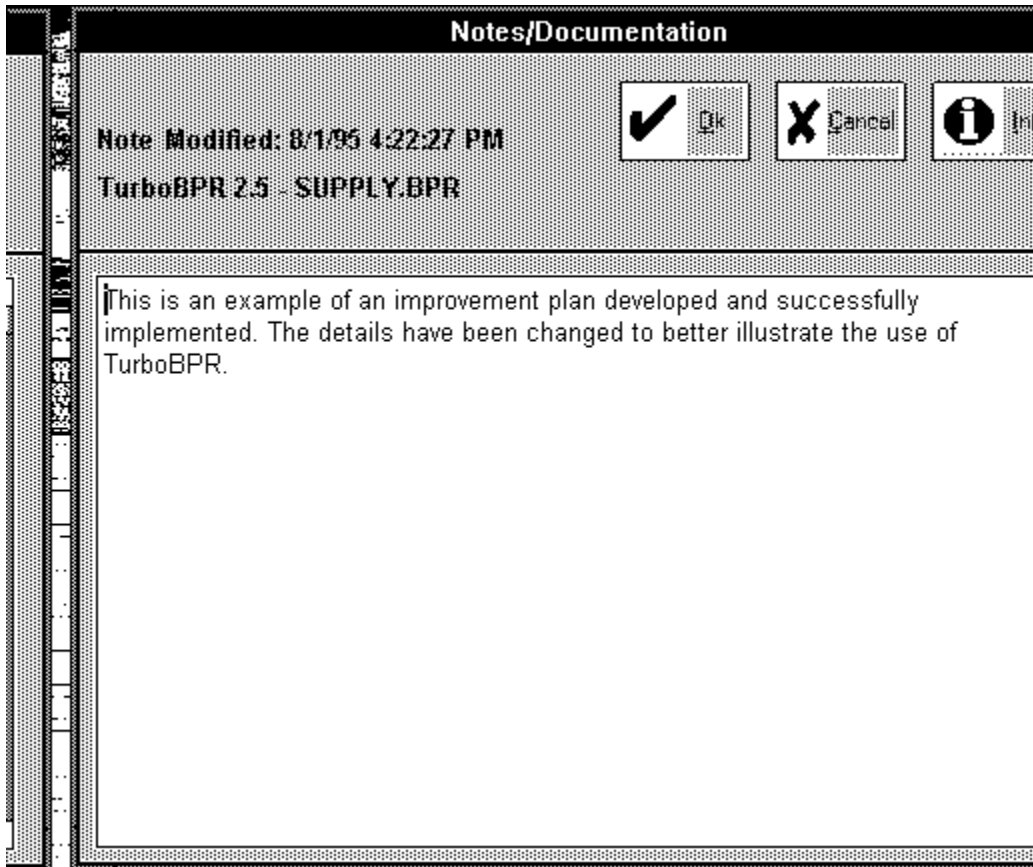Click the **Notes** tool (a red notebook on the toolbar). Your screen will contain this screen:

Figure 1.3

Each module screen has a separate note. If a note is attached to the current screen, a "Notes Attached" message will appear in blue text on the right side of the horizontal menu bar near the top of the screen. You can display the notes and print them as part of the documentation for your project. You can also attach a separate note to the overall project. We haven't opened a module screen yet, so the note on your screen now is the note for the overall project. Let's add some text to the note on your screen.

Use the mouse to position the cursor at the end of the paragraph, and hit ENTER to start a new line. Type `Project modified by <Your Name>.` Then click **OK**. The notes screen will close.

Lesson Summary

You've now learned the basics of working in the TurboBPR environment. Next you'll learn about working in the Strategic Planning module.

Lesson 2: Strategic Planning

This lesson consists of two sections on how to do strategic planning in TurboBPR 2.5. The combined approximate completion time for both is: 40 minutes

You will learn how to:

- Add Goals, Performance Measures, and Strategies
- Link a Strategy to multiple performance measures
- Delete Goals, Performance Measures, and Strategies
- Cancel your changes
- Use the Mission and Vision Statements Screen
- Use the Goals: Details Screen
- Use the Performance Measures: Details Screen
- Use the Strategies: Details Screen

Section 2.1 Using the "Strategic Plan Overview" Screen

Approximate completion time: 25 minutes

After completing Section 2.1 you will know how to:

- Add Goals, Performance Measures, and Strategies
- Copy a Strategy to multiple performance measures
- Delete Goals, Performance Measures, and Strategies
- Undo your changes

If you haven't already done so, open the file SUPPLY.BPR. Click on the Plan module button. The *Strategic Plan Overview* screen appears and your screen should look like this:
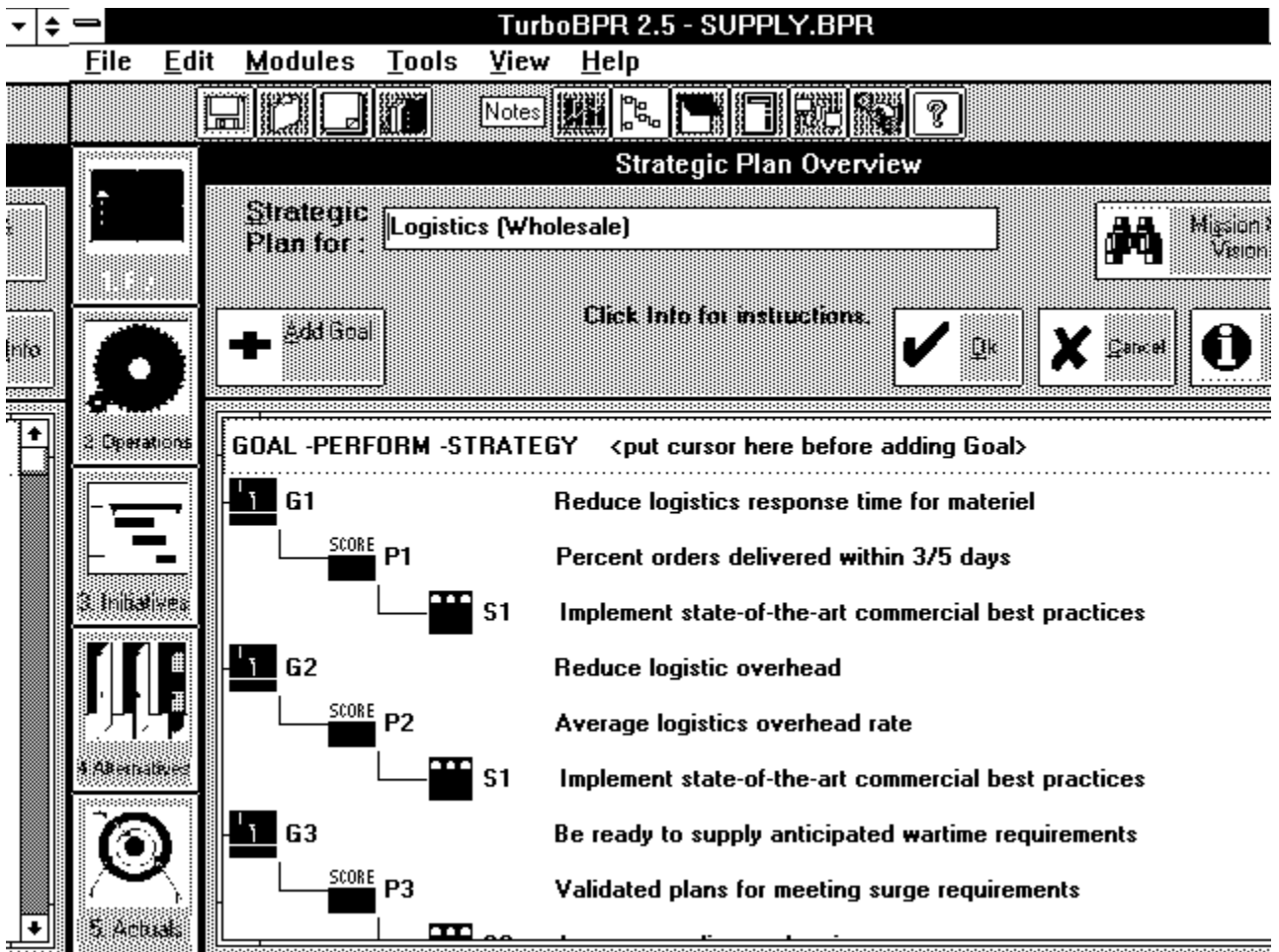
Figure 2.1

Understanding the Screen

Let's take a moment to look at the screen before we start to work. Almost all of the TurboBPR 2.5 windows have **OK**, **Cancel**, and **Info** buttons. Use the **OK** and **Cancel** buttons to either save or discard the changes you made since you last opened a screen. Use the **Info** button to get brief data entry instructions for the screen. Click the **Info** button now to read the instructions for this screen.

As mentioned in Lesson 1, TurboBPR 2.5 also provides context sensitive help which is custom-tailored assistance. Whenever you select the Help command from within a module, the help topic related to the TurboBPR 2.5 screen that you're using appears. While in the *Info* screen, click on the **Help** button. The *Strategic Plan Overview Window* section of Help will appear. You may read some this section before continuing with the lesson. Close the Help screen when you are done reading (double-click on the small gray box in the upper left-hand corner of the screen), then click **OK** to return to the main screen.

The *Strategic Plan Overview* screen also has **Add** and **Delete** buttons. Use them to add

or delete goals, performance measures, and strategies from your strategic planning map.

Note: The captions on the **Add** and **Delete** buttons describe the actions you can take when the current row is highlighted. Click once on the *GOAL-PERFORM-STRATEGY* row. Notice the **Add** button now says *Add Goal*. Click once on P2 "Average logistics overhead rate". The **Add** button now says *Add Strategy* and the Delete button says *Delete Perform*.

Mapping Rules

At the bottom of the screen is the strategic planning map. Notice that each goal must have at least one performance measure. Likewise, each performance measure is affected by at least one strategy.

As illustrated in Figure 2.1, a performance measure can map to one and ONLY one goal. A strategy can map to one or more performance measures. Performance measures supported by a common strategy do not have to map to the same goal (see "Strategy 1" in Figure 2.1).

Adding Goals and Performance Measures

Let's add a goal to the database. Click the left mouse button once to highlight the *GOAL-PERFORM-STRATEGY* row. The row is now selected. Click the **Add** button once. A goal with a default title appears at the bottom of the strategic planning map. If you can't see the goal, use the vertical scroll bar on the right side of the screen to scroll down.

When you add a goal, performance measure, or a strategy to the database, it appears with a default title until you change it. The goal you just entered has the default title "Goal Number 4".

To link a performance measure to a goal, you select the goal first, then click the **Add** button. Let's link a performance measure to "Goal Number 4". Click the left mouse button once on "Goal Number 4" to select it. Click the **Add** button. A performance measure titled "Performance Measure Number 4" will appear. Your screen should now look like this:
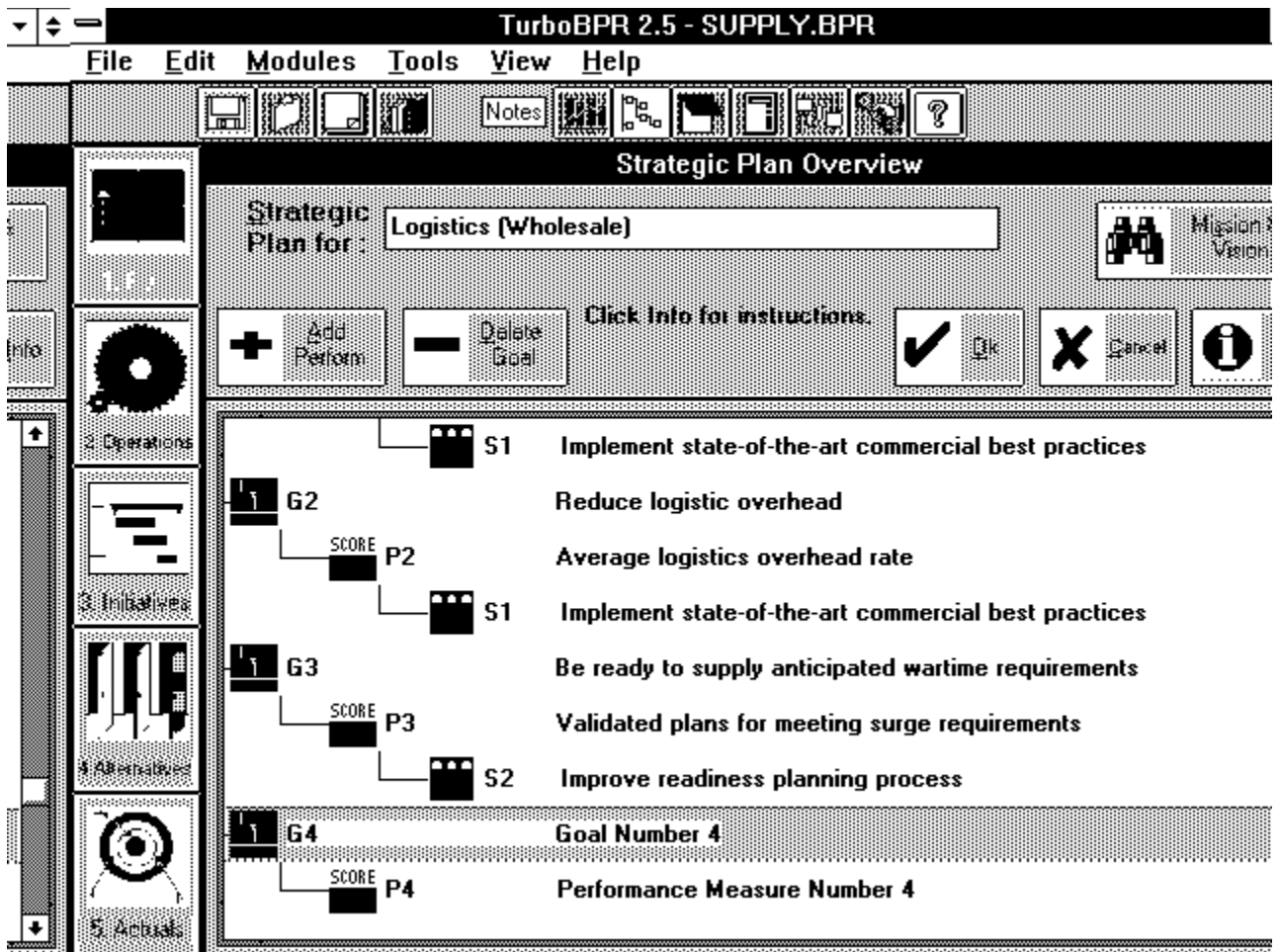
Figure 2.2

Copying Strategies

You can add strategies to performance measures by using the **Add** button just as you linked performance measures to goals. However, since a strategy can map to one or more performance measures, TurboBPR provides another way to enter strategies. If a strategy is already in the database, you can copy it to another performance measure.

Strategy S1 "Implement state-of-the-art commercial best practices" is already linked to two of the performance measures in the database. Let's copy "Implement state-of-the-art commercial best practices" to "Performance Measure Number 4".

Click the left mouse button once on "Implement state-of-the-art commercial best practices" to highlight it. Choose the **Copy** command from the **Edit** menu. Now click the mouse button once on "Performance Measure Number 4" to highlight it. Choose the **Paste** command from the **Edit** menu. "Implement state-of-the-art commercial best practices" has been copied to "Performance Measure Number 4". Your screen should look like this:
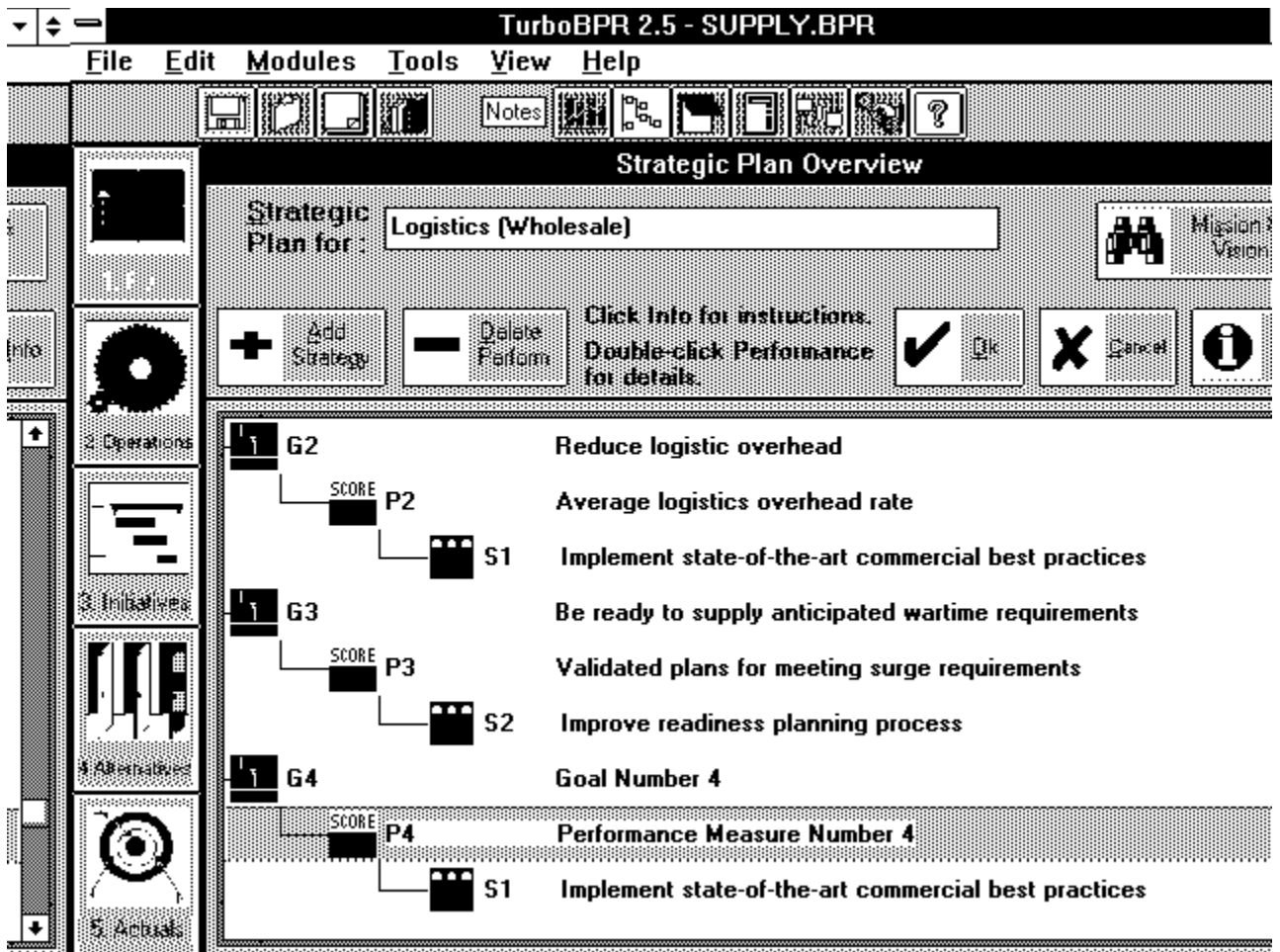
Figure 2.3

Deleting a Strategy

Suppose you decide that strategy S1 "Implement state-of-the-art commercial best practices" doesn't provide any measurable improvement to P4 "Performance Measure Number 4." You can delete "Implement state-of-the-art commercial best practices" from "Performance Measure Number 4."

Under the performance measure "Performance Measure Number 4" , select the strategy "Implement state-of-the-art commercial best practices" and click the **Delete** button. The strategy "Implement state-of-the-art commercial best practices" and the performance measure "Performance Measure Number 4" are now unlinked. Your screen should look similar to *Figure 2.2*.

Canceling Your Changes

If you make changes that you do not want to keep, you can sometimes reverse or undo them. The **Cancel** button undoes ALL of the changes you made to the data since the last time you saved the project or opened another screen.

Let's undo all the changes we've made since the last time we saved the file. Click the **Cancel** button. Now click the Plan module button. Your screen should now look like Figure 2.1 since none of your previous changes were saved.

Section 2.2: Entering Strategic Planning Data

Approximate completion time: 15 minutes

After completing Section 2.2 you will know how to:

- Use the Mission and Vision Statements Screen
- Use the Goals: Details Screen
- Use the Performance Measures: Details Screen
- Use the Strategies: Details Screen

Understanding the Mission and Strategic Vision Statements Screen

If you haven't already done so, click on the Plan module button so that the Strategic Plan Overview screen appears. To open the "Mission and Strategic Vision Statements" screen, click on the **Mission & Vision** button. Your screen should now look like this:
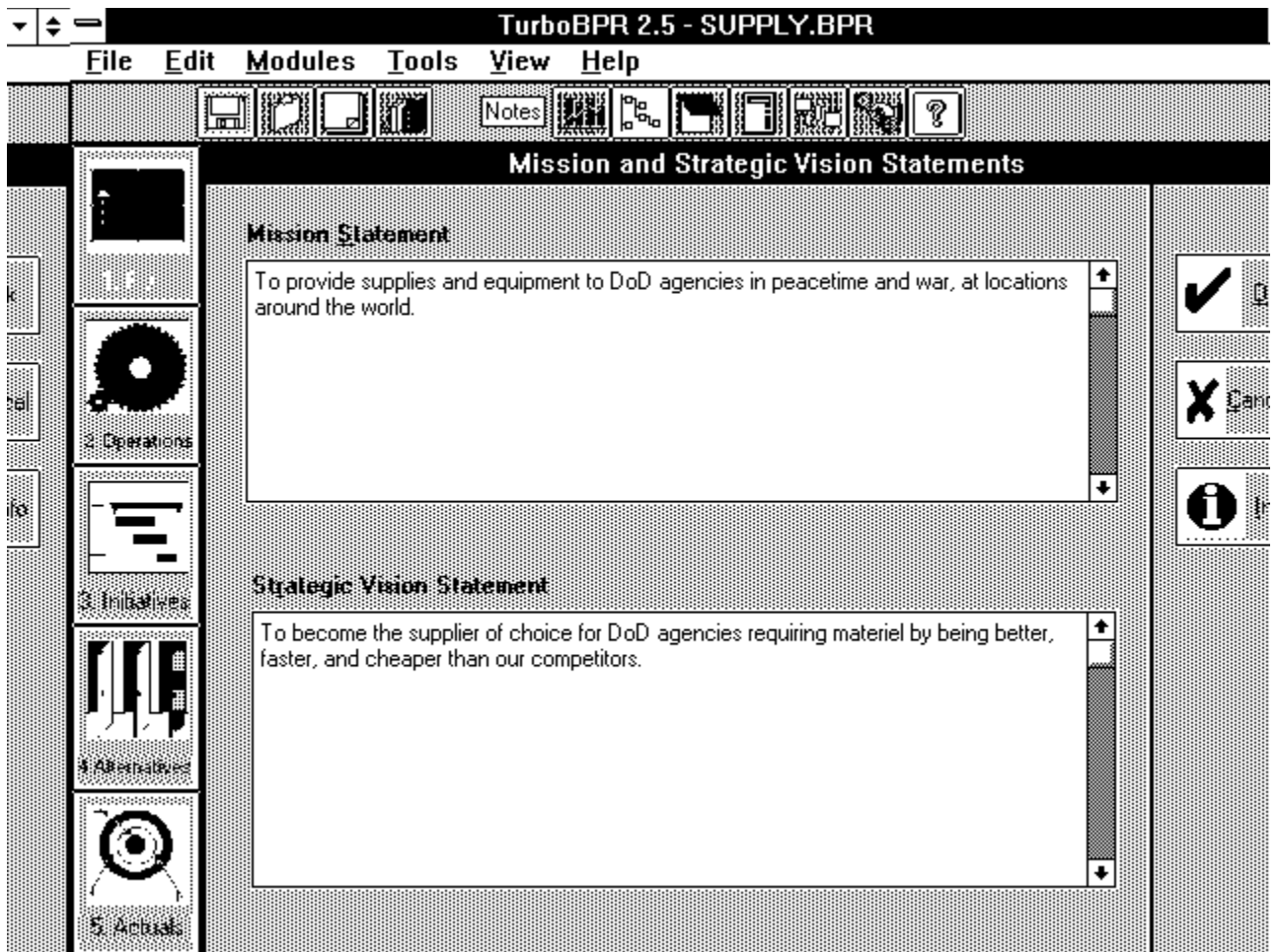
Figure 2.4

The mission statement should clearly state the primary purpose of the function. The strategic vision statement is the guidance for future action and the basis for the development of your functional goals.

Read the mission and vision statements for Supply. Click **OK** to close the *Mission and Strategic Vision Statements* screen and return to the *Strategic Plan Overview* screen.

Understanding the *Goals: Details* Screen

Double-click "Reduce logisitics response time for materiel". The *Goals: Details* screen appears and your screen should now look like this:
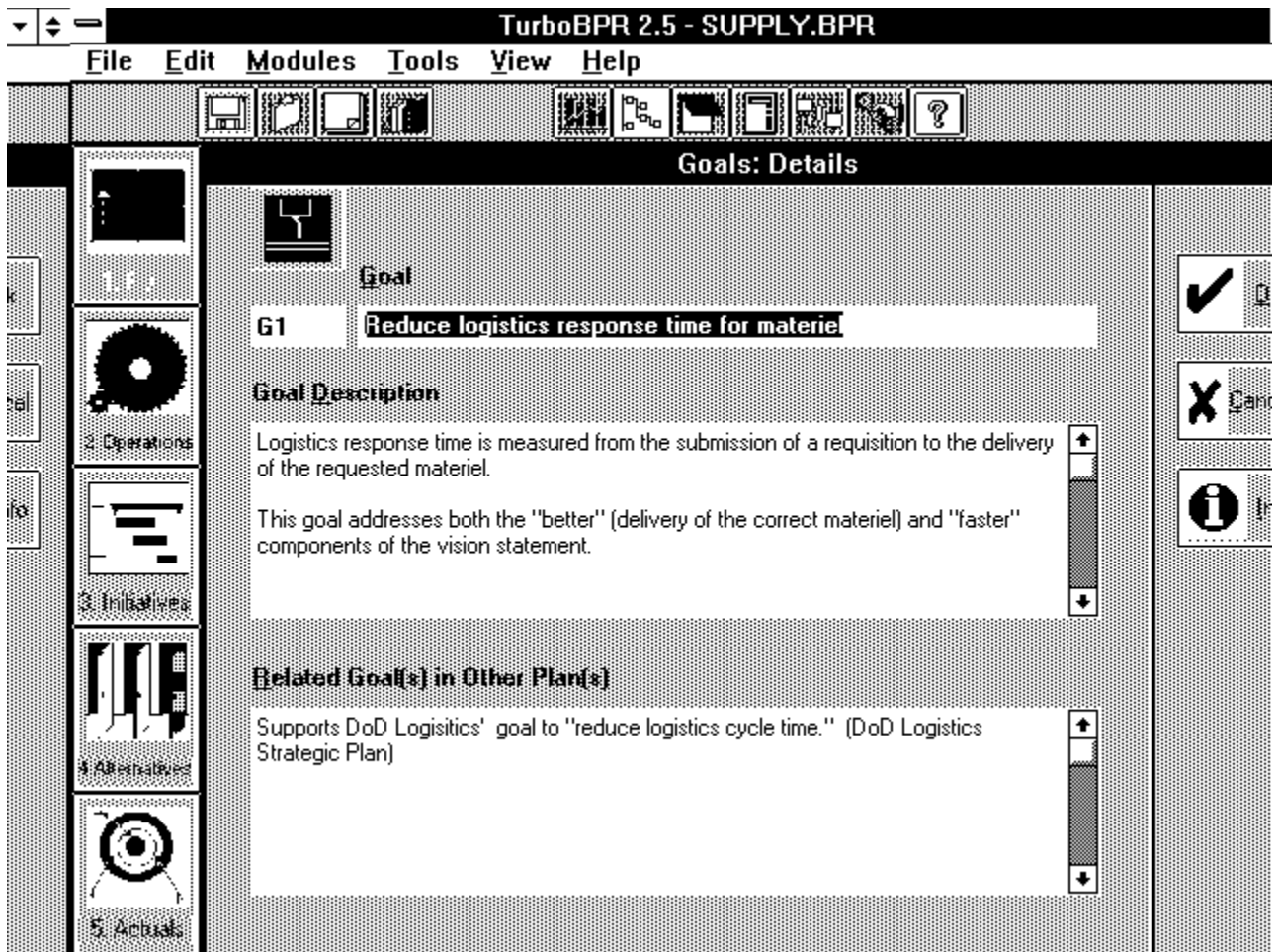
Figure 2.5

You use the *Goals: Details* screen to enter and edit information about your functional goals. In this screen you can type in:

1. A title for the goal in the *Goal* text box.
2. A description for the goal in the *Goal Description* text box.
3. In the *Related Goal(s) in Other Plan(s)* text box, a listing of goals from other strategic plans that are related to the current goal.

Read the description for "Reduce logisitics response time for materiel". Notice how it describes the relationship between the goal and the vision. Goals should be created to realign a function with its vision.

Click **OK** to close the screen and return to the *Strategic Plan Overview* screen.

Understanding the *Performance Measure: Details* Screen

In the *Strategic Plan Overview* screen, notice that the goal "Reduce logistics response time for materiel " is linked to the performance measure "Percent orders delivered within 3/5 days". The achievement of each goal must be measurable. The way you measure the achievement of a goal is by linking it to a performance measure.

Double click the performance measure "Percent orders delivered with 3/5 days". The *Performance Measure: Details* screen appears and your screen should look like this:

Figure 2.6

You will use the *Performance Measure: Details* screen to enter and edit information

about performance measures. In this screen you can enter:

1. A title for the performance measure in the *Performance Measure* text box.
2. A description of the measure in the *Performance Description* text box.
3. Detailed information about the measure: type of measure, unit of measure, starting and ending years for historical and target performance ranges, and the historical and target values for those years.

Entering Performance Measure Details

Click the mouse on the *Type of Measure* list box. A list of the various types of performance measures appears. Since "percent orders delivered within 3/5 days" gauges the amount of time it takes for supplies to reach the customer, it is a "Timeliness" measure.

Now let's practice entering numbers into the worksheet. Suppose the 1994 the percent of orders delivered within 3/5 days was actually 45 (not 50 as is already reported). Type 45 in the 1994 cell and hit ENTER. We want to increase the percentage of orders delivered within 3/5 days by 5 percent a year, so in the target value cell for 1995 enter 50. In the 1996 target cell, type 55. In the 1997 cell, type 60, and so forth until you reach 2000, where you would type 80.

Now, click **Cancel** to close the screen and undo ALL your changes to the data. The *Strategic Plan Overview* screen reappears.

Understanding the *Strategies: Details* Screen

Now that we know where we want to go (the goal) and how to tell when we get there (the performance measure), let's figure out how to get there (the strategy). In the Strategic Plan Overview screen, the strategy "Improve readiness planning process" is linked to the performance measure "Validated plans for meeting surge requirements". Double-click on this strategy.   The *Strategies: Details* screen appears. Your screen should look similar to this:
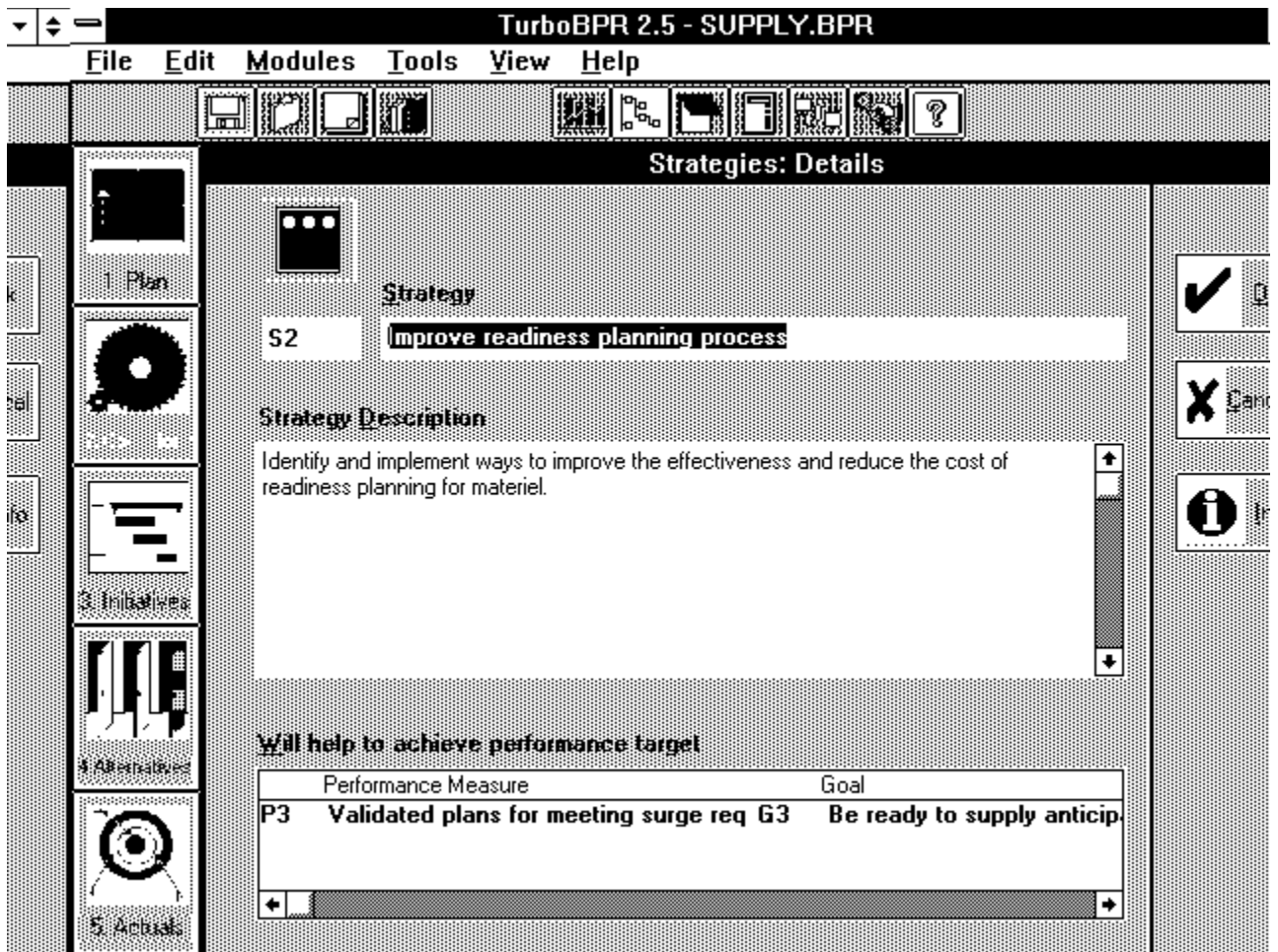
Figure 2.7

You use the *Strategies: Details* screen to enter and edit information about strategies. In this screen you can enter:

1. A title for each strategy in the *Strategy* text box.
2. A description for each strategy in the *Strategy Description* text box.

You enter information in this screen the same way you did in the *Goals: Details* screen.

At the bottom of the *Strategies: Details* screen is a table that lists all the performance measures and related goals that the strategy affects.

Read the strategy's description to see how it relates to the performance measure "Validated plans for meeting surge requirements". Click **OK** to close the screen. Once you are back in the *Strategic Plan Overview* screen, click **OK** to close the screen.

Lesson Summary

In this lesson, you learned how to:

- Add Goals, Performance Measures, and Strategies
- Link a Strategy to multiple performance measures
- Delete Goals, Performance Measures, and Strategies
- Undo your changes
- Use the Mission and Vision Statements Screen
- Use the Goals: Details Screen
- Use the Performance Measures: Details Screen
- Use the Strategies: Details Screen

In the next lesson, you will learn how to perform operations analysis in TurboBPR.

Lesson 3: Operations Analysis

This lesson consists of three sections on how to do operations analysis in TurboBPR 2.5. The combined approximate completion time for all three sections is: 50 minutes

After completing Lesson 3 you will know how to:

- Enter AS-IS Operations Cost
- Edit and transfer data from detailed worksheets to Operations Costs screen
- Modify an Activity Tree
- Enter Activity Based Costs
- Add and Delete Products and Services
- Enter data for Products and Services
- Allocate Activity Costs to Products and Services

Click on the Operations button in the module menu bar. Your screen will look like this:
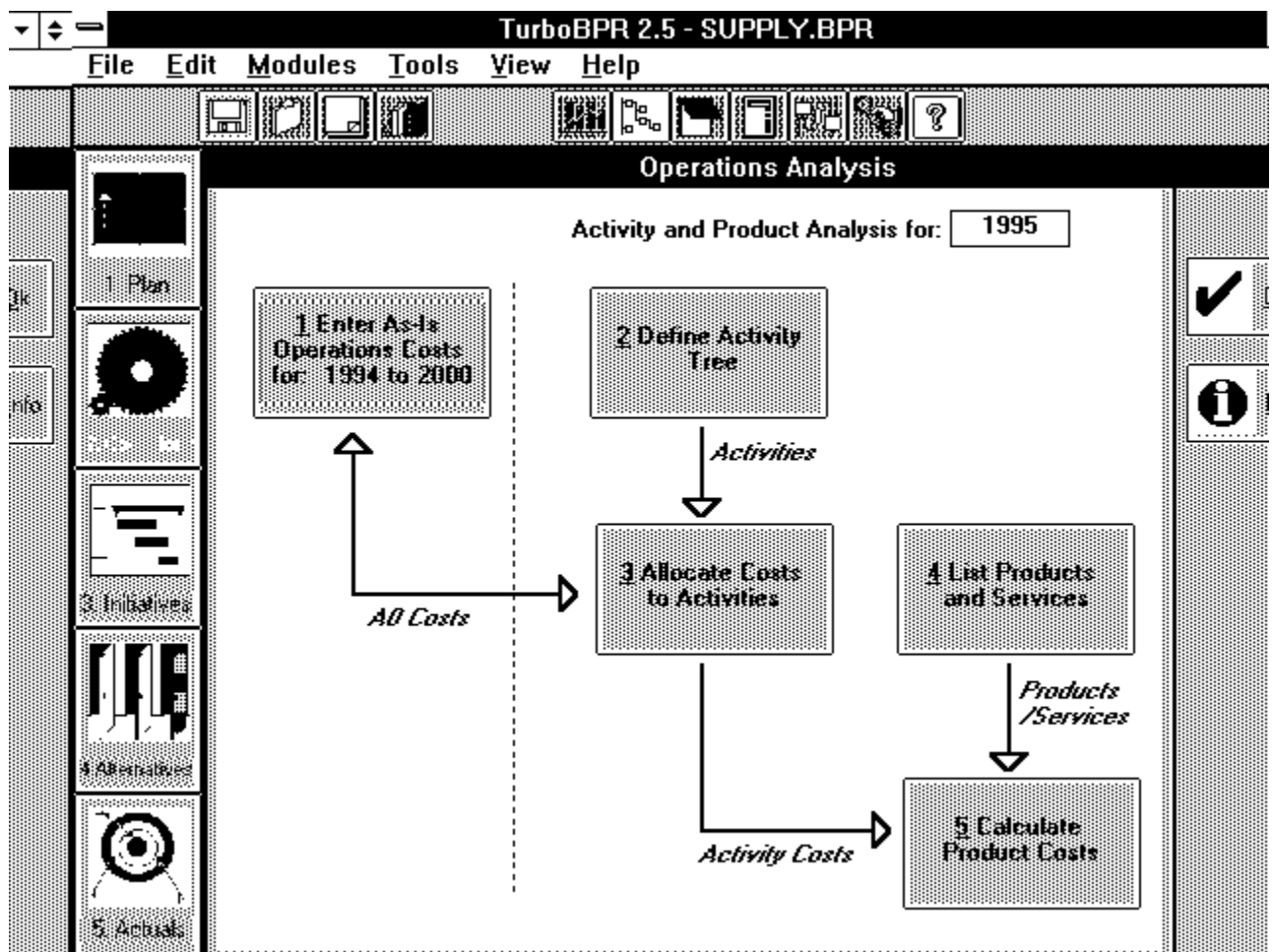
Figure 3.1

The *Operations Analysis* screen has five large buttons arranged in a flowchart. They are:

1. Enter AS-IS Operations Costs button.
    In this module, you will enter forecasted AS-IS Oprations Costs.
2. Define Activity Tree
    In this module, you will construct and modify an Activity Tree.
3. Allocate Costs to Activities
    In this module, you will enter activity based costs.
4. List Products and Services
    In this module, you will add, delete, and enter data for products and services.
5. Calculate Product Costs
    In this module, you will allocate activity costs to products and services.

Section 3.1 Entering and Editing AS-IS Operations Costs

Approximate Time: 15 minutes

In this lesson you will learn how to:

- Enter AS-IS Operations Costs
- Edit and transfer data from detailed worksheets to Operations Costs screen

Click on the **Enter AS-IS Operations Costs** button in the *Operations Analysis* screen. Your screen will look like this:
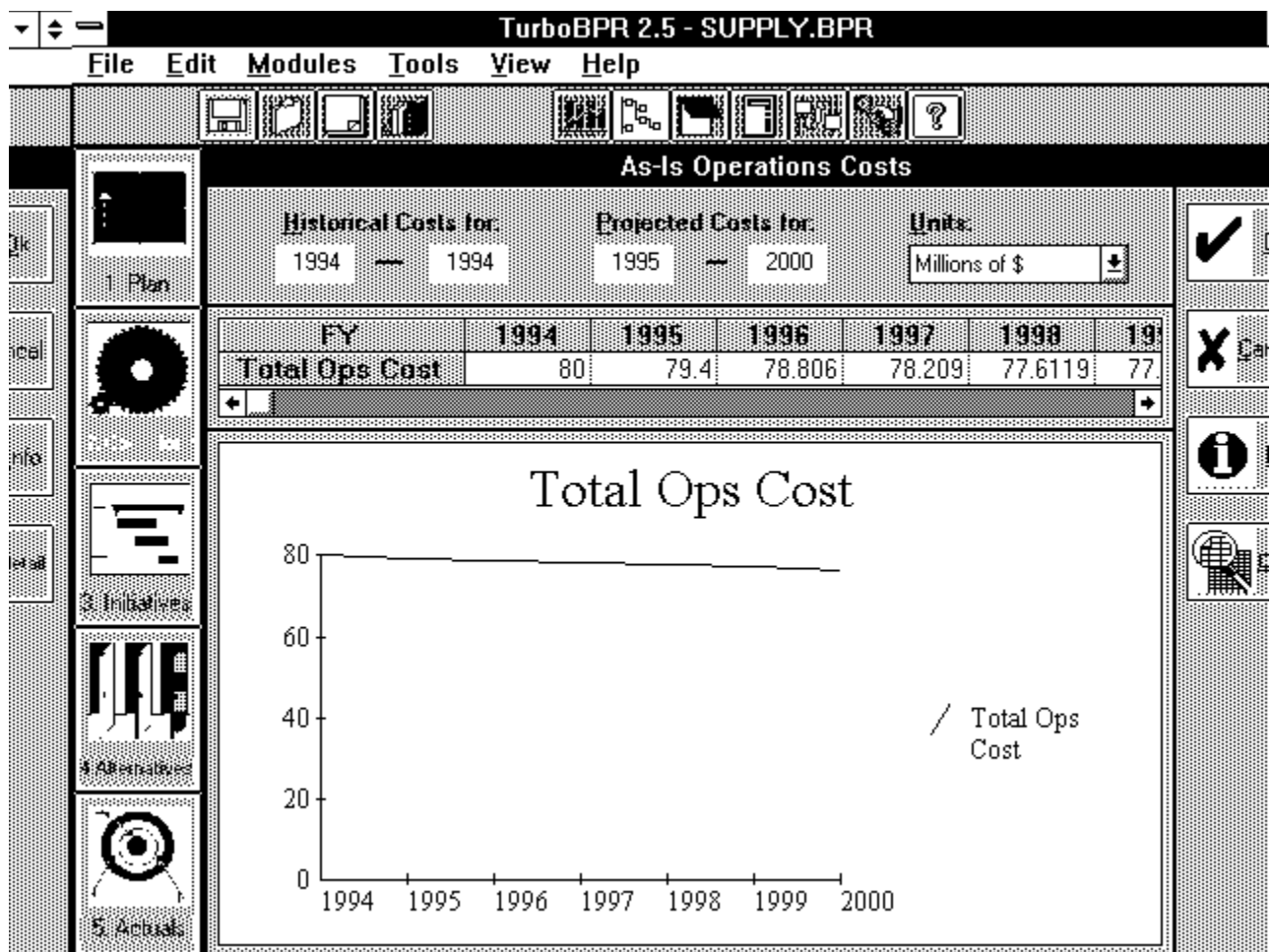

Figure 3.2

In this Module you will forecast AS-IS Operations Costs assuming no change in current operations.

Selecting the Unit of Measurement and Years for Analysis

At the top right-hand side of the screen, the *Units* list allows you to select the units in which your costs will be expressed. Next to the *Units* at the top of the screen there are four boxes for entering in the years of your analysis. These have already been filled in for you. The boxes labeled *Historical Costs for:* are where you enter the period of historical operation costs for your analysis. In this example, we chose only one historical year --1994. Hence, the start and end year are both 1994. The boxes labeled *Projected Costs for:* are where you enter the future years that you want to include in your analysis. The graph and the worksheet expand and contract with any changes in the range of years.

First we'll lengthen the range of years of analysis. Click on the ending projection year
. Highlight the year "2000" and hit the delete key on the keyboard. Now type
2005 and hit ENTER. Click on the worksheet and use the horizontal scroll bar to move to the right of the worksheet. The table has been expanded to include the additional years. Notice that zeroes are placed in the additional years. You can experiment by entering numbers in these cells. The graph will be updated to correspond to your changes. In the next section we'll examine a detailed worksheet that supports your *Total Ops Costs* displayed here. Click **Cancel** to exit the screen so that the original numbers will not be overwritten.

Understanding Detail Worksheets

Click on the **Enter AS-IS Operations Costs** button. Your screen will look like *Figure 3.2.*

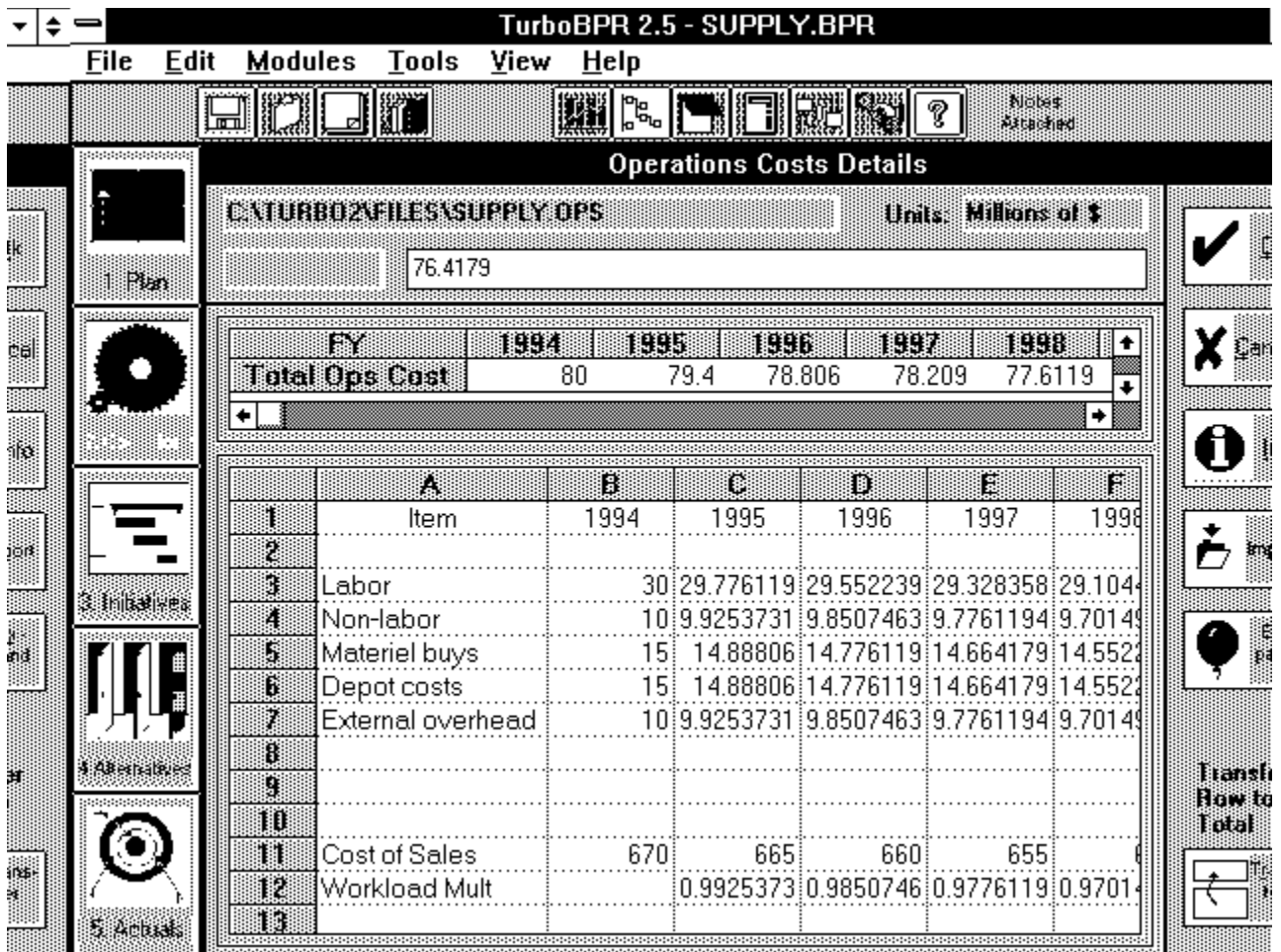Now click on the **Detail** button. Your screen will look like this:

Figure 3.3

There are several places in TurboBPR 2.5 where you can enter detailed information in Excel-type worksheets. All detailed worksheets work the same way, so once you understand this one, you will know how to use all of them.

You can either import a worksheet or create one in this screen. You can import an Excel 4.0 worksheet into TurboBPR by clicking the **Import** button and selecting a worksheet to import. Or, you can edit a worksheet directly in this screen.

Near the top of the screen is a one-row worksheet with the *Total Ops Cost* from the previous screen. In the lower part of the screen is a larger worksheet that looks much like MS Excel or Lotus 1-2-3. Now click on this worksheet. Scroll bars will appear on the right and bottom of the worksheet. These enable you to scan the entire worksheet. In addition, the **Expand** button allows you to increase the size of the worksheet to a full screen. You may enter detailed data in this worksheet to support your *Total Ops Cost* on the previous screen.

Editing a Worksheet

For future reference, to find detailed information about worksheets, click on Help / Contents / Other Appendices / Worksheet Functions. Let's now edit this worksheet. Click the **Expand** button so that the worksheet is enlarged to fill the whole screen. Use the horizontal scrollbar to move to the right so that column I is in view. In the cell I3 type =sum(B3:H3) and hit ENTER. This will assign the value equal to the sum of all cells between (and including) B3 and H3 to the cell I3. Click on the cell I3. Click Edit from the menu and then click Copy. Now click on I3 and drag the mouse down until cells I4-I7 are highlighted (in black). Click Edit then Paste from the menu. You have now entered a formula to add a list of numbers on a row and copied it to other rows.

Transferring Data in a Worksheet

Click on cell B3 (it should contain the number 30). Type 35 and hit ENTER. Now click **OK** to return to the Details windows. Notice that the sum in cell B9 has changed from 80 to 85 after increasing 1994's labor costs to 35. Click on any number in the TOTAL row (row 9). Then click on the *Transfer Row to Total* button which is located at the bottom right-hand side of the screen. The TOTAL row should now be transferred to the top *Total Ops Cost* table. The operations costs portion of your screen should look something like this:

Operations Costs Details

C:\TURBO2\FILES\SUPPLY OPS — Units: Millions of $

A9:IV9 — TOTAL

FY	1994	1995	1996	1997	1998	1
Total Ops Cost	85	84.365672	83.731343	83.097015	82.462687	81.

	A	B	C	D	E	F
1	Item	1994	1995	1996	1997	1998
2						
3	Labor	35	34.738806	34.477612	34.216418	33.955
4	Non-labor	10	9.9253731	9.8507463	9.7761194	9.7014
5	Materiel buys	15	14.88806	14.776119	14.664179	14.552
6	Depot costs	15	14.88806	14.776119	14.664179	14.552
7	External overhead	10	9.9253731	9.8507463	9.7761194	9.7014
8						
9	TOTAL	85	84.365672	83.731343	83.097015	82.462
10						
11	Cost of Sales	670	665	660	655	6
12	Workload Mult		0.9925373	0.9850746	0.9776119	0.9701
13						

Buttons: Ok, Cancel, Info, Import, Expand, Transfer Row to Total, Transfer

Figure 3.4

This is an example of how you would transfer a row in the worksheet to the *Total Ops Cost* row above. Click **Cancel** to exit without saving this change. Notice that the *Total Ops Cost* for 1994 is still 80. Now click **OK** or **Cancel** to return to the operations analysis screen.

Section 3.2 Activity Trees and Activity Based Costing

Approximate completion time: 20 minutes

After completing Section 3.2 you will know how to:

- Modify an Activity Tree
- Enter Activity Based Costs

Modifying An Activity Tree

First, you will need an Activity Tree. Start the Operations Module by clicking **Operations** on the Module Button Bar. Then click on **Define Activity Tree**.
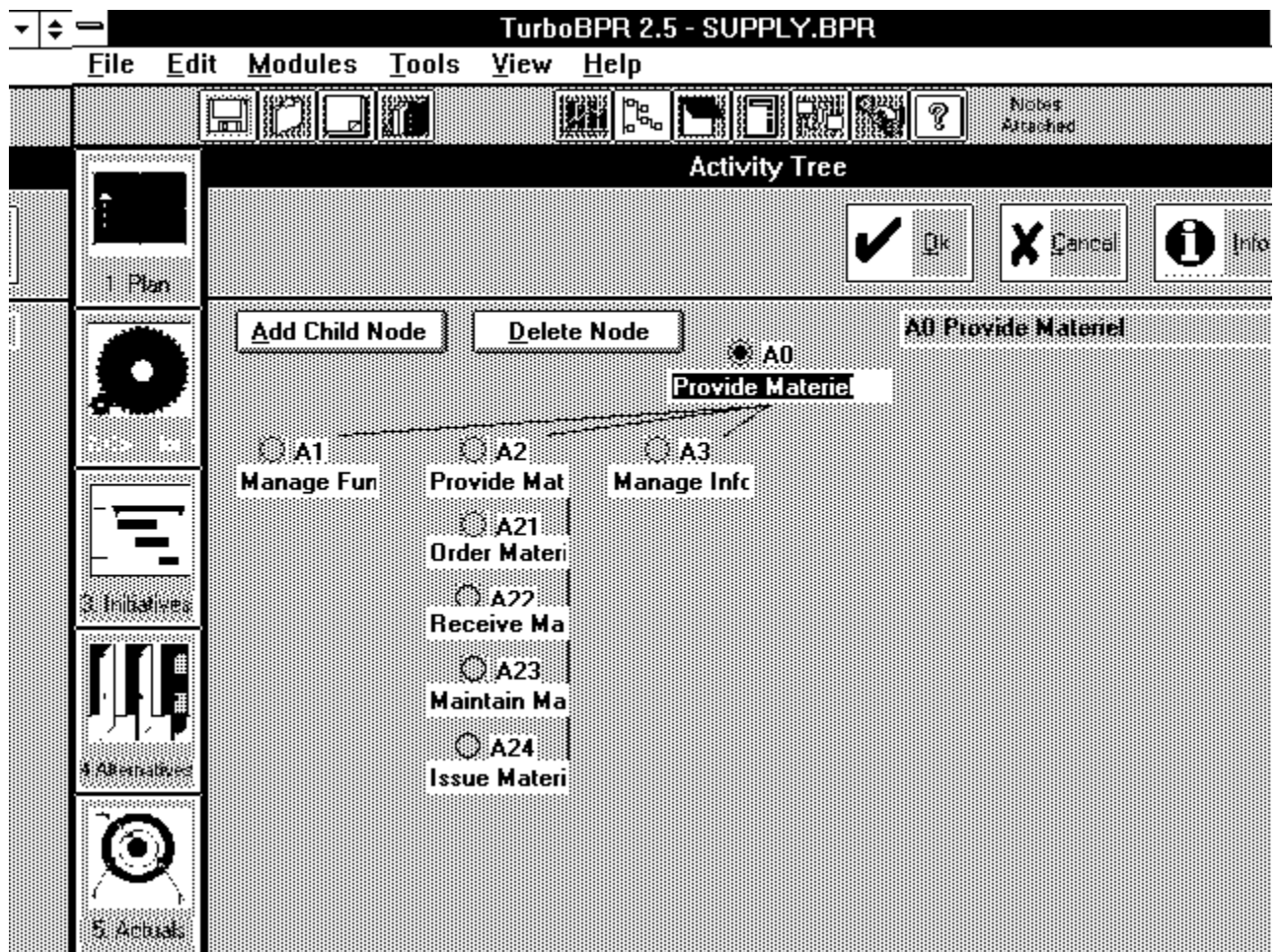
This will bring up a screen that looks like:

Figure 3.5

This is the Provide Materiel Activity Tree. Notice the activity tree is composed of white rectangles labeled with Node Identifiers (A1, A2, etc.) and connected by black lines. The rectangles contain the names of the activities and the lines indicate Parent and Child relationships among the nodes. The child nodes represent the activities involved in performing the parent node activity.

The A0 Node has three children: A1, A2, and A3. These three nodes comprise the first level of the activity tree. Activities A21, A22, A23, and A24. comprise the second level of the activity tree. TurboBPR restricts you to six activities per parent node and two levels down of detail (i.e., A0 to A66).

Notice the **Add Child Node** and **Delete Node** buttons that appear in the upper left corner of your screen.

Adding Activities

Highlight the A3 node by clicking on the circular button to the left of the A3 label. Click **Add Child Node**. A white rectangle labeled "A31" should appear under activity A3. In that rectangle type in `Collect Information`. Make certain that A3 is highlighted and click **Add Child Node** again. A white rectangle labeled "A32" should appear. Name this activity `Distribute Information`. Now Activity A3 is a parent with two children, "A31 Collect Information" and "A32 Distribute Information."

Deleting Activities

Let's say you decide that having A31 and A32 provides too much detail, you can delete them. Highlight Node A32 and click **Delete Node**. "Distribute Information" will be deleted. Repeat the procedure for the "Collect Information" activity.

Click **Cancel** to undo your changes and exit the *Activity Tree* screen. Now that you have an activity tree, you can allocate the cost of your business according to these activities.

Entering Activity-Based Costs

Click on **Allocate Costs to Activities**.

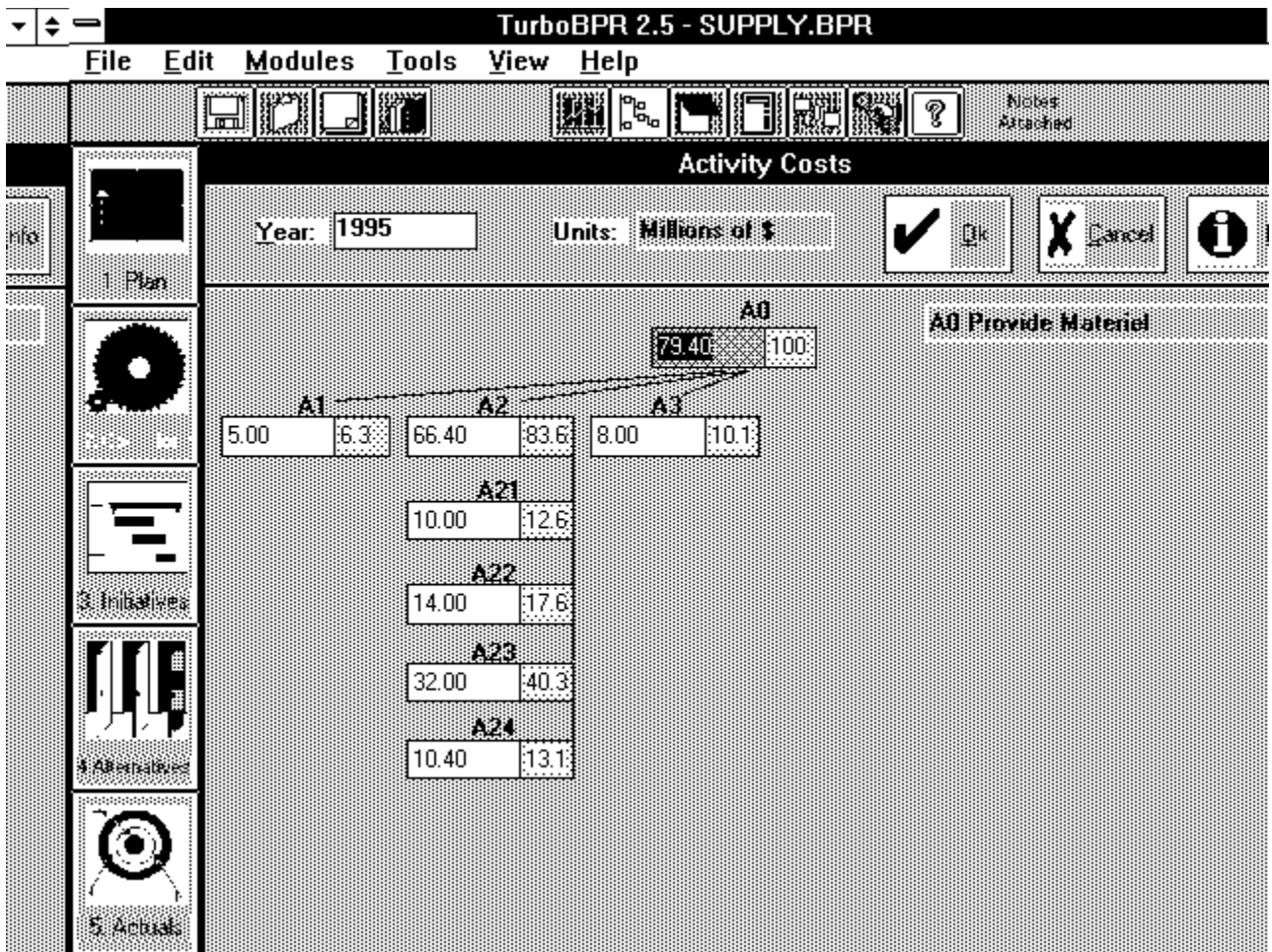This will bring up the *Activity Cost* screen which looks like:

Figure 3.6

Understanding the Activity Costs Tree

Notice the Activity Costs Tree has the same structure as the Activity Tree. However, below each Node Identifier there is both a white rectangular cell and a gray rectangular cell. The white cell is where you enter activity costs. The gray cell reports the percentage of total costs that the activity comprises. You may not enter percentages into these gray cells. TurboBPR will calculate the percentages automatically when the costs in the white cells change.

Entering ABC Data

The Activity Costs Tree allows you to enter the cost that each activity consumes. Observe, for example, that activity "A23 Maintain Supplies" uses $ 32. The A0 cell at the top of the tree represents the total cost. A0 cost is equal to the sum of the costs of its children. In this example A0 cost = A1 cost + A2 cost + A3 cost = $ 79.40. Every parent node's cost must equal the sum of the costs of its children.

Locking and Unlocking a Cell

Notice that the total cost cell is shaded red. The red shading indicates that the cell is locked. Locking a cell means that TurboBPR will not overwrite any costs that you enter. You can unlock, and lock, a cell by double-clicking on it using the left button on the mouse. Unlock cell A0. Now click the mouse on cell A23 type in 300 and hit ENTER. A message pops up warning that changing the A0 cost will change the AS-IS Operations Cost forecast for the current year in module 2. Notice that the total cost (A0) has changed to $371.40 million and the *A23* cell is now shaded red.. Now unlock the *A23* cell so that there are no locked cells in the tree.

How TurboBPR Allocates Cost for You

TurboBPR allows you to input ABC costs in three ways:

1) You can enter the total cost of an activity in a parent node, and TurboBPR will automatically divide the costs evenly across the children of the node;

Use the mouse to focus on the *A2* cell. Type in 0 (zero), hit ENTER, and then unlock the cell (double-click on it). Now the cells of all the children of *A2* (A21, A22, A23, and A24) should contain zeros. Go to the top of the tree and in the *A0* cell, type 20 and hit ENTER. TurboBPR automatically divides the total cost evenly across the activities. Activities A1, A2, and A3 each receive $6.67 million. The cost of A2 is evenly divided among its child node activities with each receiving $1.67 million.

2) In this method you enter and lock-in total cost in the parent node and an amount in one or more of the child nodes. Remember that the sum of the children must equal the parent.

Now click on the *A2* cell, type in 15, and hit enter. TurboBPR locks the *A2* cell and evenly divides the remaining dollars, so that activities *A1* and *A3* contain $2.50 million each.

3) You can enter costs in child nodes and TurboBPR will sum the cost to the parent node.

Unlock both the *A0* and *A2* cells. Zero out the Activity Tree by entering 0 in the *A0* cell and hitting ENTER. Now unlock cell A0 and enter various costs in various nodes and observe how TurboBPR sums the costs at the parent levels.

Click **Cancel** to exit the *Activity Costs* screen without saving the changes.

Section 3.3 Entering Products and Services Data

Approximate completion time: 15 minutes

After completing Section 3.3 you will know how to:

- Add and Delete Products and Services
- Enter data for Products and Services
- Allocate Activity Costs to Products and Services

Understanding the *Products and Services* Screen

Products and services are the outputs of an activity. In this example, we will examine the products and services of Logistics. If you haven't already done so, click on the **Operation** module button so that the *Operations Analysis* flowchart screen opens. Click the **List Products and Services** button. The *Products and Services* screen opens. Your screen should look like this:
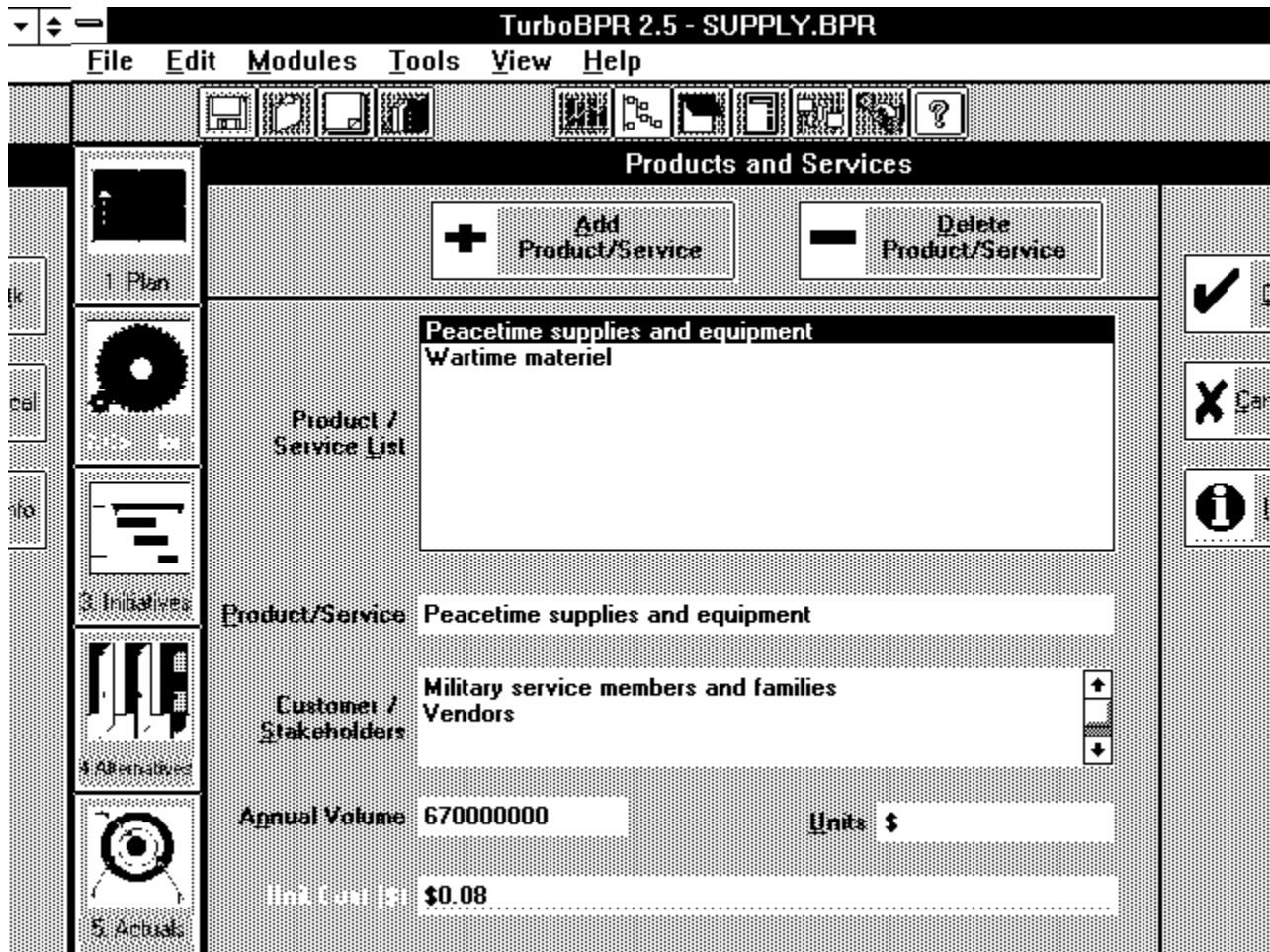
Figure 3.7

You will use the top of the *Products and Services* screen to add, delete, and select products and services. In the bottom of the screen you can enter detailed information for the selected product or service. You can enter:

1. A title for the product/service in the *Product/Service* text box.
2. The customers and stakeholders for this product in the *Customer/Stakeholders* text box.
3. The annual volume and units for the current year in the *Annual Volume* and *Units* text boxes.

Note: TurboBPR displays the unit cost for a product or service in the *Unit Cost* text box. The unit cost, which is always given in dollars, equals zero until you allocate activity costs to the products and services (which we will do later in this lesson).

Navigating Through Products and Services

For the moment, let's focus on the top of the *Products and Services* screen.

TurboBPR displays the products/services that you've entered in the *Product/Service List* box at the top of the screen. Currently, Logistics has two products/services: "Peacetime supplies and equipment" and "Wartime materiel." Notice that "Peacetime supplies and equipment" is highlighted in the list box. That means that it is the selected product/service. The detailed information for the selected product/service is always shown at the bottom portion of the screen.

Now click on "Wartime materiel." This selects the product/service and displays its detailed information at the bottom of the screen.

Adding Products and Services

Click the **Add Product/Service** button. All of the text boxes at the bottom of the screen should now be blank. In the *Product/Service* text box overwrite "Product 3" with `Mobile Wartime Facilities`. Use the **TAB** key to move to the *Customer/Stakeholders* text box. In this box type `Military members,` `Military Service Member`. In the *Annual Volume* text box type `200,` and in the *Units* text box type `facilities`.

Deleting Products and Services

You can delete the product/service if it is selected (highlighted) in the *Product/Service List* box. We are going to delete "Mobile Wartime Facilities" so make sure it's selected. Now click the **Delete Product/Service** button. "Mobile Wartime Facilities" has been removed.

Click **Cancel** to undo all your changes and close the screen. The *Operations Analysis* flowchart screen reappears.

Understanding the Product and Service Costs Screen

From the Operations Analysis flowchart click on the **Calculate Product Costs** button. The *Product and Service Costs* screen opens.

You will use the *Products and Services* screen to allocate activity costs to the products and services of the function. In some cases, the function allocates less than 100% of its resources to produce its products and services. Activities with large unallocated costs are generally targets for BPR efforts.

At the top of the screen is a list box displaying the selected activity. Click the left mouse button on the list box. A list appears showing all the activity nodes in the activity tree. Click on "A0 Provide Materiel."

The worksheet in the middle of the screen shows the total cost allocated to the selected activity node. In the first row, the total activity cost is displayed. For the remaining rows, the first column displays the names of the products, the second column displays the product costs, and the third column displays the percent of the selected activity costs allocated to the product.

Notice that all the cells in the worksheet are gray. This means that you **cannot** enter data for the A0 activity. In this worksheet, you can enter product costs for childless (lowest level) activity nodes **only**. If a node is childless, the cells to the right of the product names will be white. If a node has children, the cells to the right of the product names will be gray.

Beneath the worksheet, TurboBPR displays the unallocated costs. The unallocated costs for an activity will equal 100% of the total activity costs until you allocate the activity's costs to the products.

Allocating Activity Costs to Products and Services

Select "A22 Receive Materiel" from the activity list box. Notice that the cells to the right of the product names are now white.

The majority of the cost for A22 is personnel, but it is not 71%. Therefore, let's update the percentages for A22. Approximately 80% of the personnel handle "Peacetime supplies and equipment." 15% receive supplies to maintain "Wartime materiel." Type 80 in the third column of the worksheet for "Peacetime supplies and equipment" and hit **ENTER**. Type 15 in the third column for "Wartime materiel" and hit **ENTER**. TurboBPR calculates the dollar figures by multiplying the total activity cost in the first row of the worksheet by the percentages you entered.

As you allocate activity costs to the products/services, TurboBPR calculates the unallocated costs. For activity A22, the unallocated costs are now $0.70 million, or 5% of the total cost for A22. Notice that A22 Activity Cost = Peacetime supplies and equipment product cost + Wartime materiel product cost + Unallocated costs ($14.00 = $11.20 + $2.10 + $0.70).

Now to see a roll-up of costs to the A0(summary) level, switch back to "A0 Provide Materiel". Your screen should look like this:
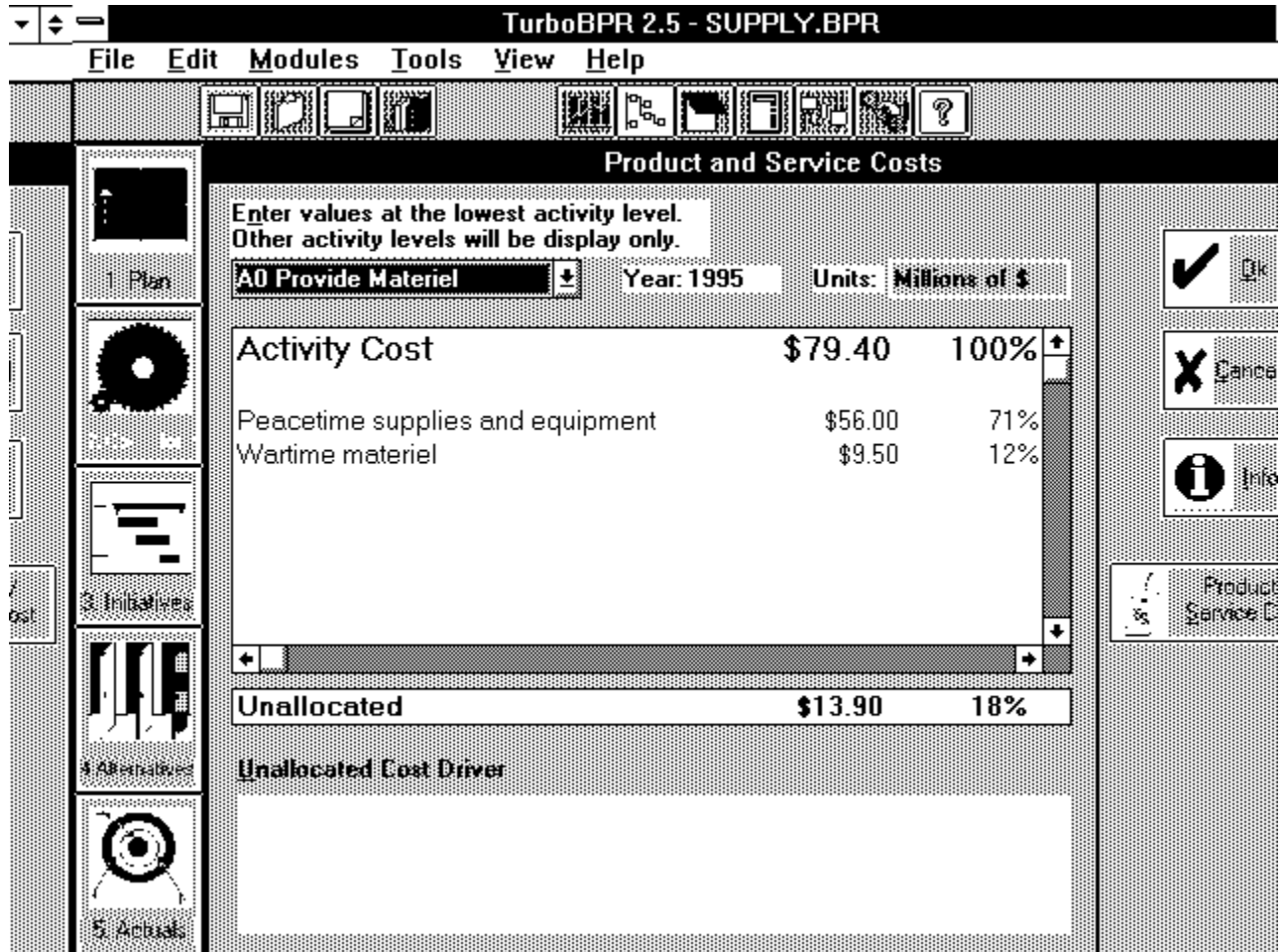

Figure 3.8

We have allocated $57.20 million to "Peacetime supplies and equipment" and $9.60 million to "Wartime materiel". All other costs remain unallocated.

If you wanted to allocate all costs to your products/services, you would have to select each childless activity node and allocate its costs to the products/services.

Now click the **Product/Service Cost** button. This screen provides a summary of product and service cost data. Click **OK** to exit the screen.

Click **OK** to save your changes and close the screen.

Lesson Summary

In this lesson, you learned how to:

- Enter AS-IS Operations Cost
- Edit and transfer data from detailed worksheets to Operations Costs screen
- Modify an Activity Tree
- Enter Activity Based Costs
- Add and Delete Products and Services
- Enter data for Products and Services
- Allocate Activity Costs to Products and Services

In the next lesson, you will learn how to create initiatives and enter their associated costs and impacts.

Lesson 4: Initiatives

Approximate completion time: 15 minutes

After completing Lesson 4 you will know how to:

- Create and link initiatives to strategies
- Enter initiatives
- Enter initiative years and costs
- Delete initiatives
- Use the View Plan tool
- Enter the impact of initiatives on performance
- Enter the impact of initiatives on operations costs

Understanding the Initiatives Worksheet

Now we will complete the linkage chain by relating Initiatives to improvements. From the module button bar, click the **Initiatives** button.
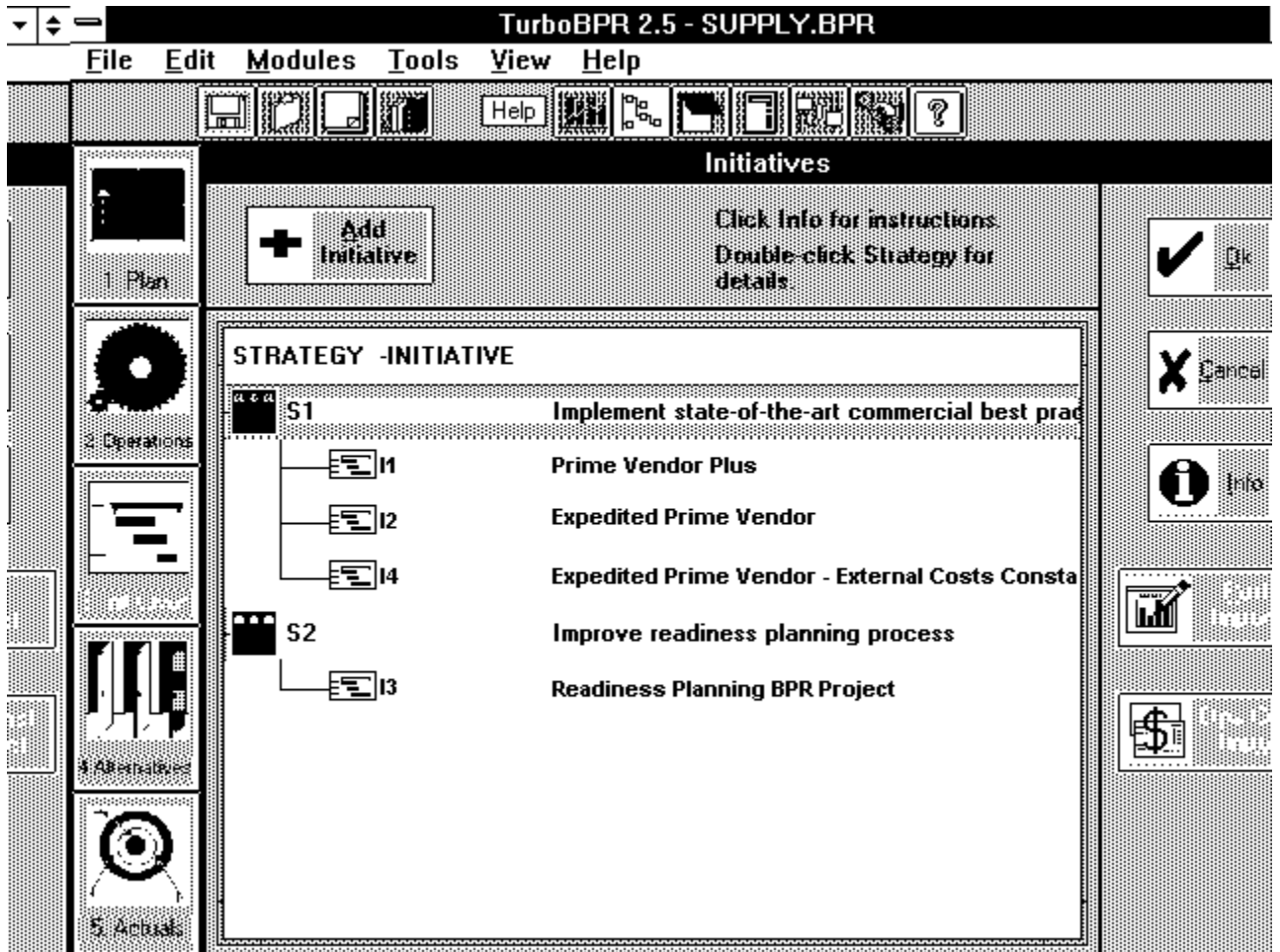
Your screen will look like this:

Figure 4.1

This screen completes the Goals-Performance-Strategies-Initiatives tree that we started in Lesson 2. This screen looks and works almost the same as the *Strategic Planning Overview* screen in Module 1. In this screen you will add a new initiative and link it to a strategy. Keep in mind that strategies are *what* we are going to do to decrease costs or improve performance. Initiatives are *how* we are going to implement those strategies.

Adding and Linking Initiatives

Click to highlight "S2 Improve readiness planning process." Now click **Add Initiative** to create a new initiative. Note that "Initiative Number 5" has been added under "Strategy 2." Your screen should now look like this:
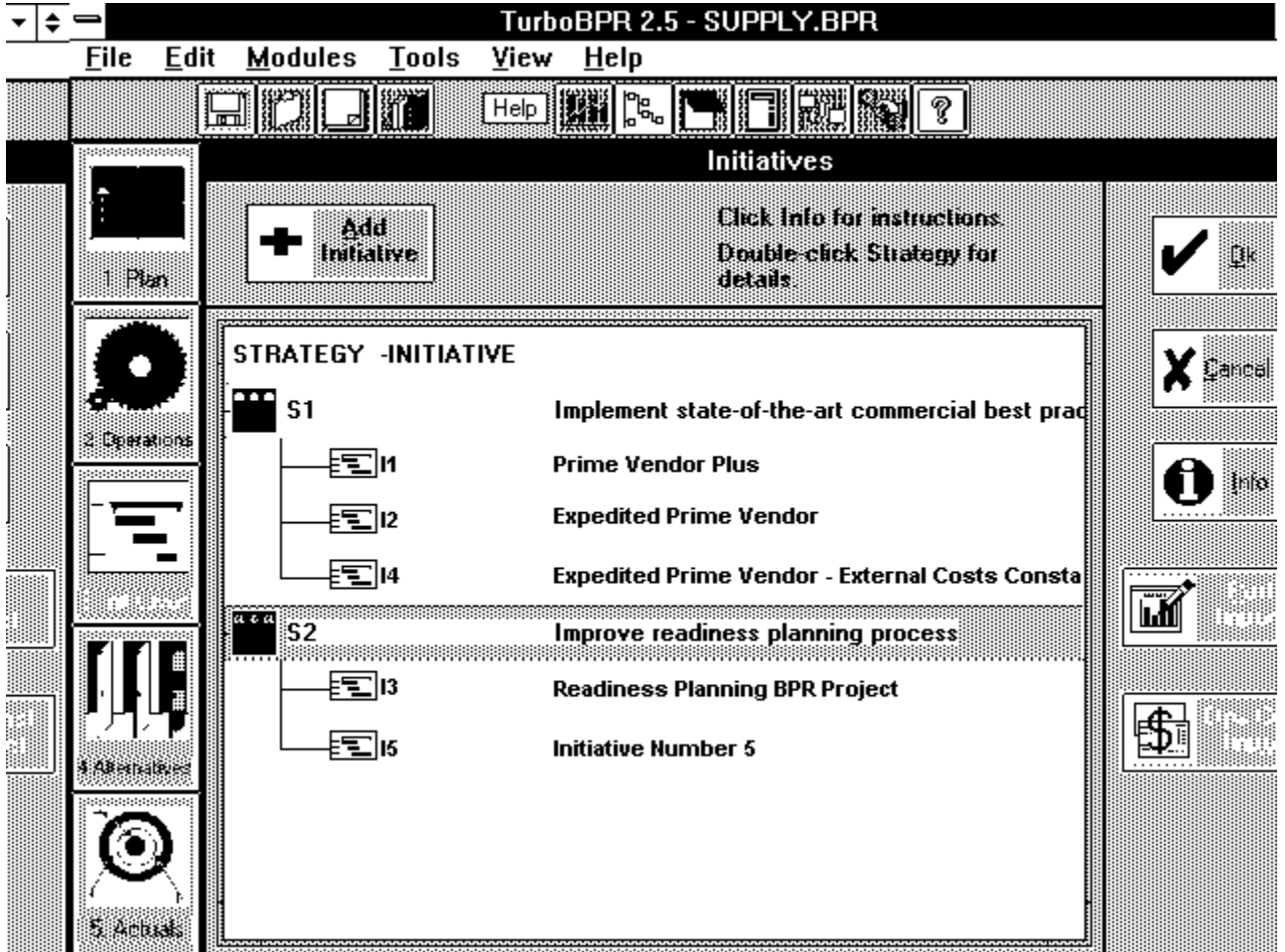

Figure 4.2

Adding Details

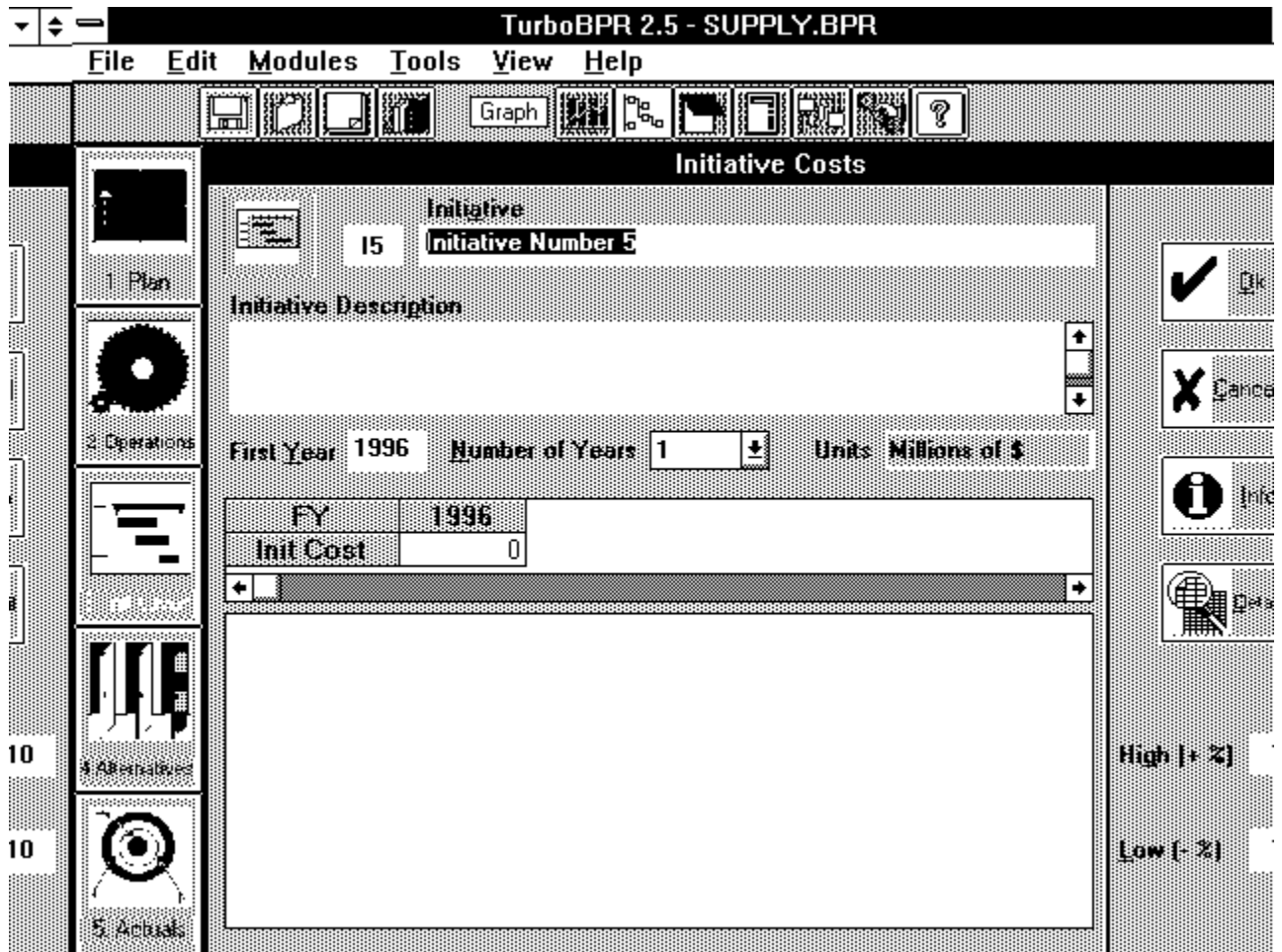Now double-click on "Initiative Number 5". Your screen should look like this:

Figure 4.3

The cursor is in the text box labeled *Initiative*. Let's give initiative 5 a title. Overwrite "Initiative Number 5" with `Electronic Customer Satisfaction Survey`. Now let's fill in the remainder of the boxes on the screen. Click in the *Initiative Description* text box. Type in your own description of this initiative. Next move the cursor to the text box labeled *First Year* and click on the box and change the year to `1996`. Expand the number of years for the initiative by selecting 5 as the Number of Years. The initiative cost table enlarges to reflect the longer duration. Now we can enter values in the worksheet. Type in `10` below 1996, `9` below 1997, and so forth, finishing with `6` below 2000. The graph updates with each change that you make. Note that this screen contains a **Detail** button that can be used in the same way as the one described in Lesson 3. Click the **Cancel** button to cancel your changes and exit this screen.

Deleting Initiatives

Click on Initiative 5. Then click once on the **Delete Initiative** button located at the top of the screen. This button deletes the initiative that you highlighted. Then click **OK** to close the screen and save the deletion.

Using the View Plan Tool

You have learned to create a chain of linkages from functional goals to initiatives. Now, we'll use the **View Plan** tool to see all the links on one screen. From the toolbar at the top of the screen, click the **View Plan** tool (it looks like a tree with nodes).
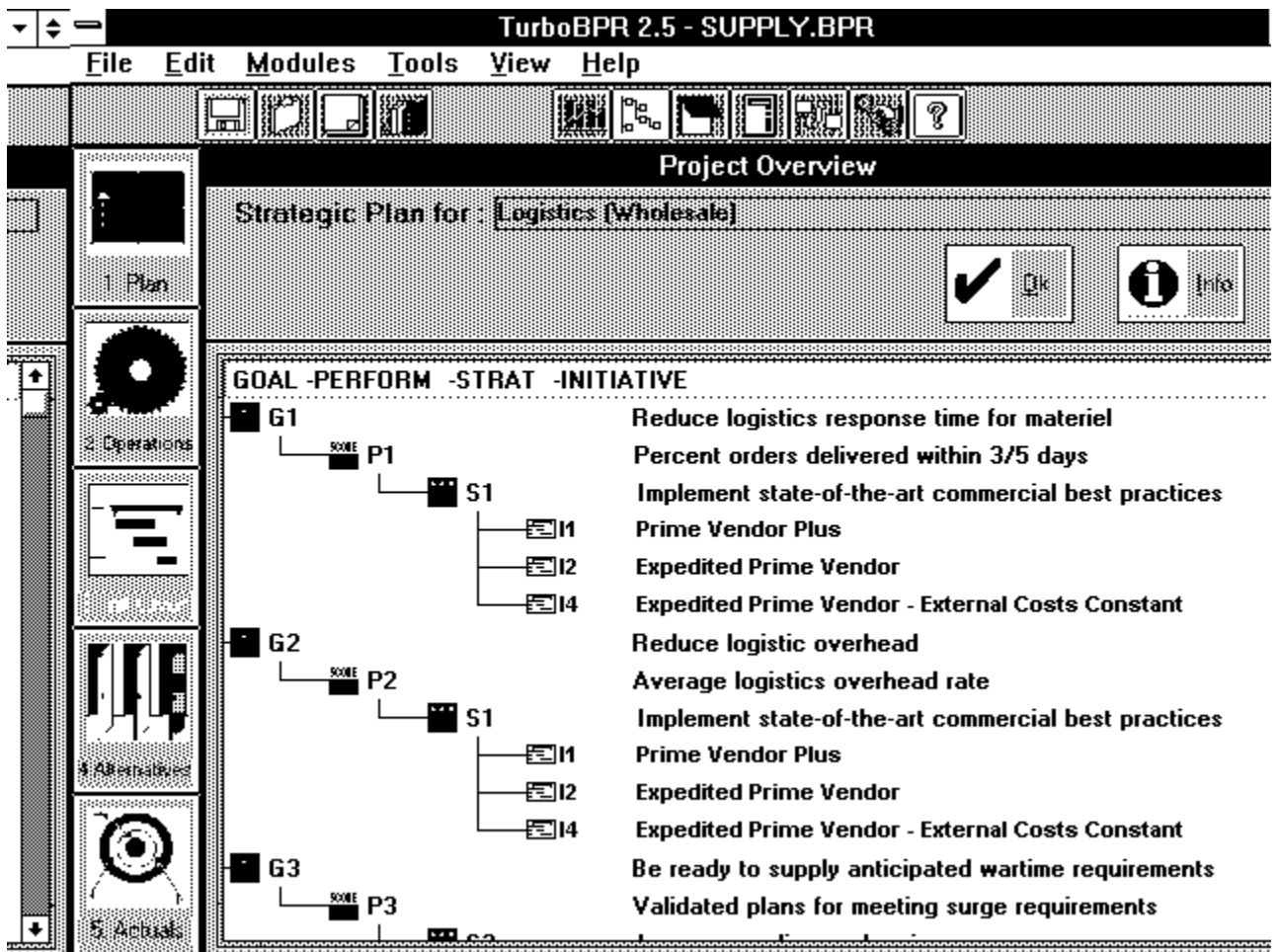
Your screen will look like this:

Figure 4.4

This screen shows the entire Goals - Performance Measures - Strategies - Initiatives tree. Use this screen to check your work. When you finish, click **OK** to close the *Project*

Overview screen.

Entering Impacts of Initiatives on Performance

Click on the **Initiatives** button. Now highlight the first initiative, "Prime Vendor Plus" and click on the **Perf. Impact** Button. Your screen should now look like this:
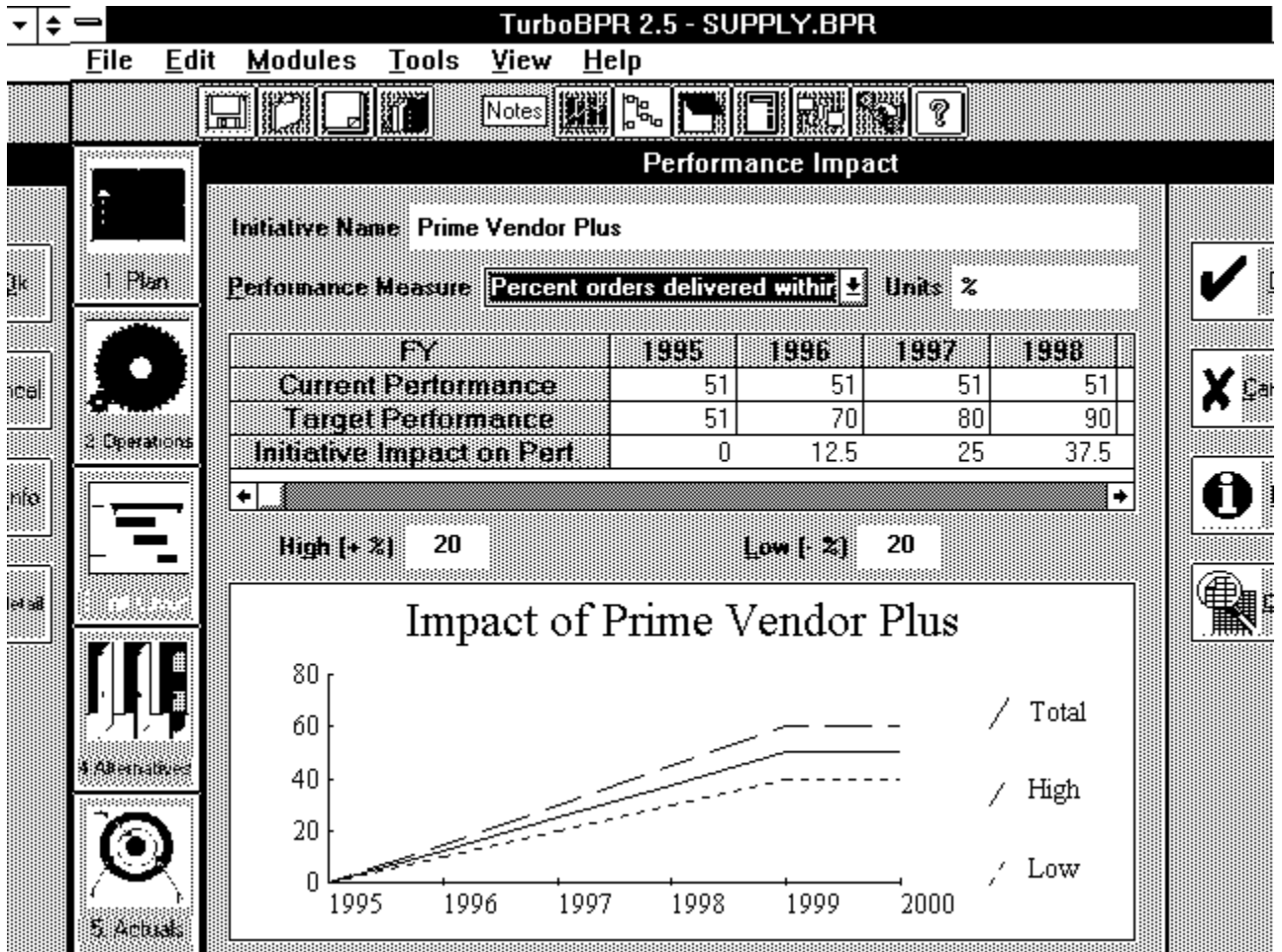

Figure 4.5

Understanding the Performance Impact Screen

Under the *Initiative Name* box you will find a list of performance measures, a gray rectangle indicating the unit of measure for the performance measure, and a worksheet. The worksheet displays the current and target performance values by years. These cells are gray to indicate that they are view-only. You need to indicate how the initiative affects the value of the selected performance measure in a given year.

Click the mouse on the *Performance Measure* list box. Select "percent orders delivered within 3/5 days". Notice that TurboBPR displays the performance values for "percent

orders delivered within 3/5 days" in the worksheet. The worksheet shows the expected impact of the selected initiative on the selected performance measure.

Let's review the worksheet row by row. The *Current Performance* row lists the current value of the performance measure that you entered in the Plan Module. The Target row displays the target level of the performance measure that you entered in the Plan Module. The row below this one, labeled *Initiative Impacts on Perf.*, is where you enter the impacts of the initiative.

Entering Changes in Performance

The *Initiative Impact on Perf.* row shows that the Prime Vendor Plus initiative is moving the "percent orders delivered within 3/5 days" towards its target level. For example, "percent orders delivered within 3/5 days" is affected by the "Prime Vendor Plus" initiative. In 1997, Prime Vendor Plus causes the percent of orders delivered within 3/5 days to increase by 25 percent, hence the 25 entry. This is the type of data you would need to enter in this worksheet. As written, the impact from this initiative alone does not allow us to meet out target every year through 2001. It is important to understand that other initiatives can also impact this performance measure. Click **Cancel** to exit the *Performance Impact* screen.

Remember, it is the aggregate of all initiative impacts that will help you to achieve your targets. (For more detailed information, refer to the Alternatives and Alternatives Analysis sections in the Help document.) Therefore, other initiatives may enable us to meet our targets each year through 2001. If you look at the percent orders delivered for each initiative you find that the summations for each year meet the target value.

Now you will learn how to enter the impact of initiatives on operation costs.

Entering Impacts of Initiatives on Operations Costs

From the Initiatives screen, click to highlight "I2 Expedited Prime Vendor." Now click the **Ops Cost Impact** button. When the *Operations Cost Impact* screen opens, your screen should look like this:
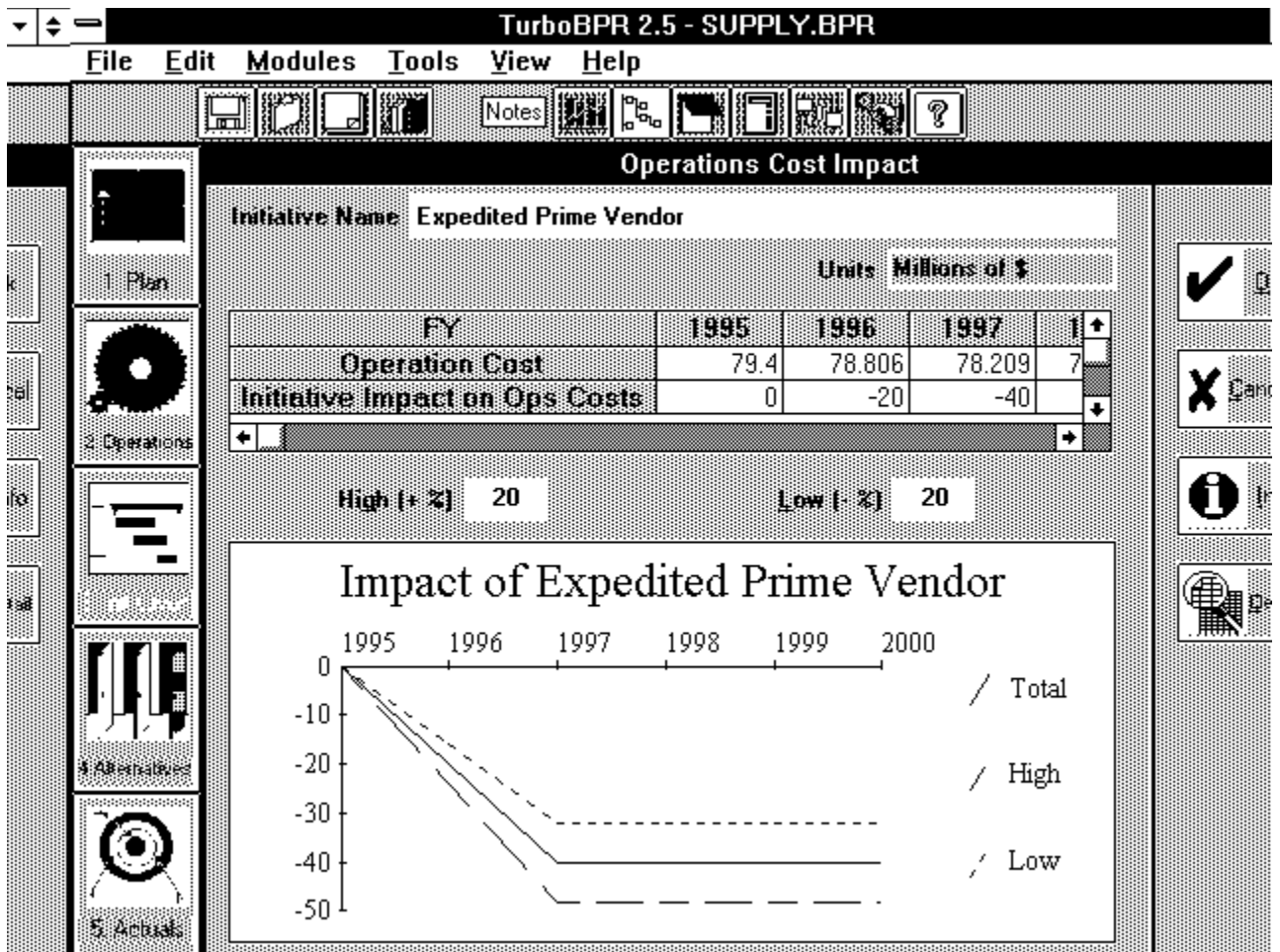
Figure 4.6

The *Initiative Impact on Ops Cost* row shows that the Expedited Prime Vendor initiative is causing operations cost to decrease. In 1996, Expedited Prime Vendor causes operations costs to decrease by $20 million, hence the -20 entry. This is the type of data you would need to enter in this worksheet. Remember: When an initiative causes costs to decrease, you enter negative impacts. The graph at the bottom of the screen is a visual guide that allows you to see how the initiative cost impacts fluctuate over time. The boxes labeled **High(+%)** and **Low(-%)** define how high above and how low below the most likely value cost impacts can extend. (For more detailed information, refer to the Risk-Adjusted Discounted Cash Flows section of the Help document's Appendix.)

Click **OK** to close the *Operations Cost Impact* screen. Click **OK** again to close the *Initiatives* screen.

Lesson Summary

In this lesson, you learned how to:

- Create and link initiatives to strategies
- Enter initiatives
- Enter initiative years and costs
- Delete initiatives
- Use the View Plan tool
- Enter the impact of initiatives on performance
- Enter the impact of initiatives on operations costs

In the next lesson, you will learn how to package initiatives into alternatives in order to analyze their performance and economic value.

Lesson 5: Alternatives

Approximate completion time: 15 minutes

In this lesson, you will learn how to:

- Package initiatives into Alternatives
- Analyze the Economic Value of Alternatives
- Compare the Performance of Alternatives

Packaging Initiatives into Alternatives

Click the **Alternative** module button. The *Package Initiatives* screen appears. Your screen should look like this:
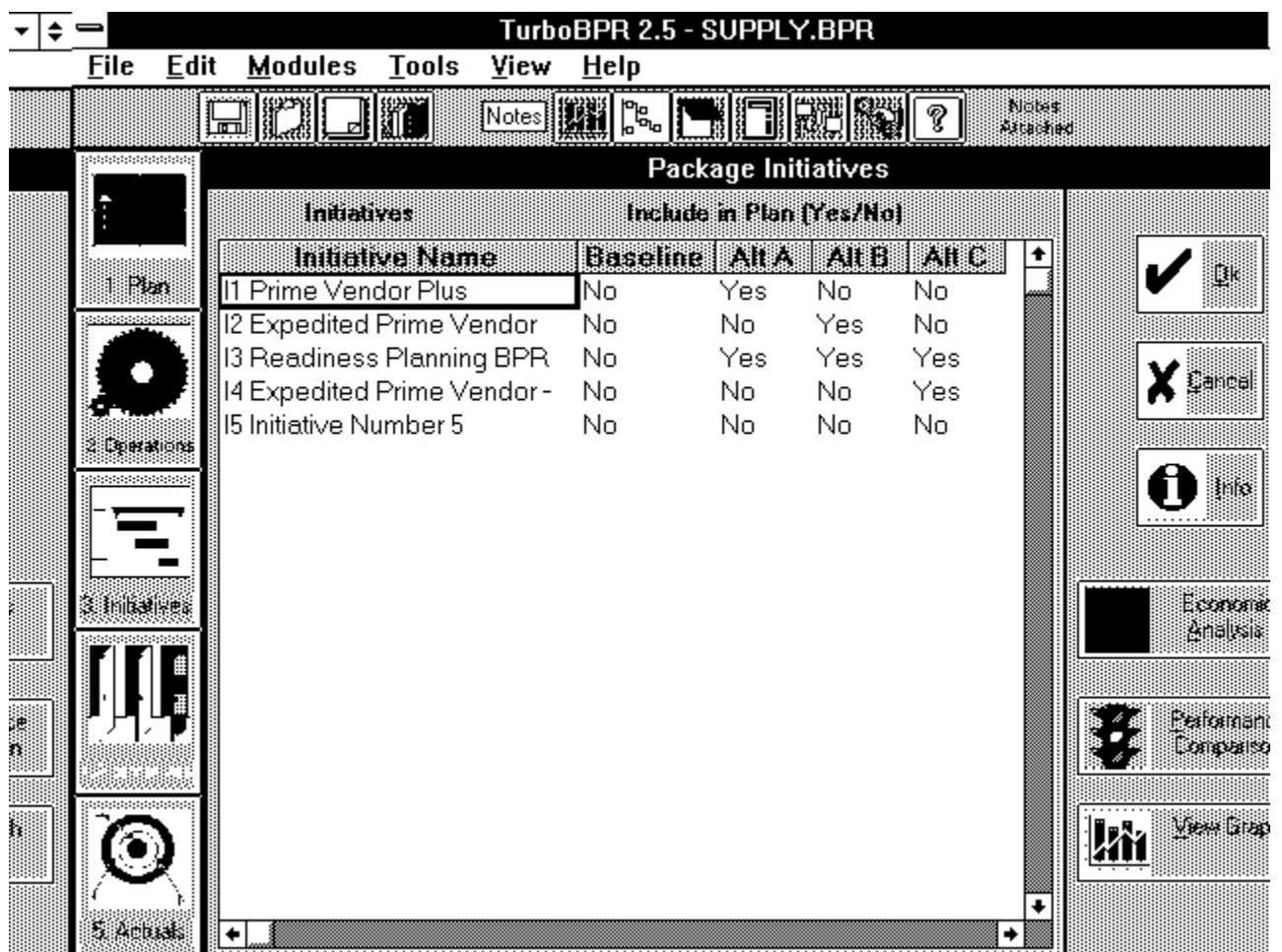

Figure 5.1

An alternative is a set of initiatives to be analyzed as a single package. Each alternative

gives functional management a complete view of the financial and operational impacts of proposed changes. You can compare the cost and performance of the alternatives to the cost and performance of the baseline.

In this screen, you can create profiles for the baseline and three alternatives. To include an initiative in the baseline or in an alternative plan, double-click the cell where the initiative and the plan intersect. The cells marked as "yes" indicate that an initiative is included in the plan. In the figure shown above, the baseline does not include any initiatives.

Let's add an initiative to the baseline. Double-click the cell where "Prime Vendor Plus" row and the *Baseline* column intersect. The cell changes from "no" to "yes," indicating that you have included the initiative as part of the baseline.

Analyzing Alternative Costs

In the lower right corner of the screen are two buttons. Click the **Economic Analysis** button. It takes a few seconds for the screen to appear. When the *Alternatives: Economic Analysis* screen opens, your screen should look like this:
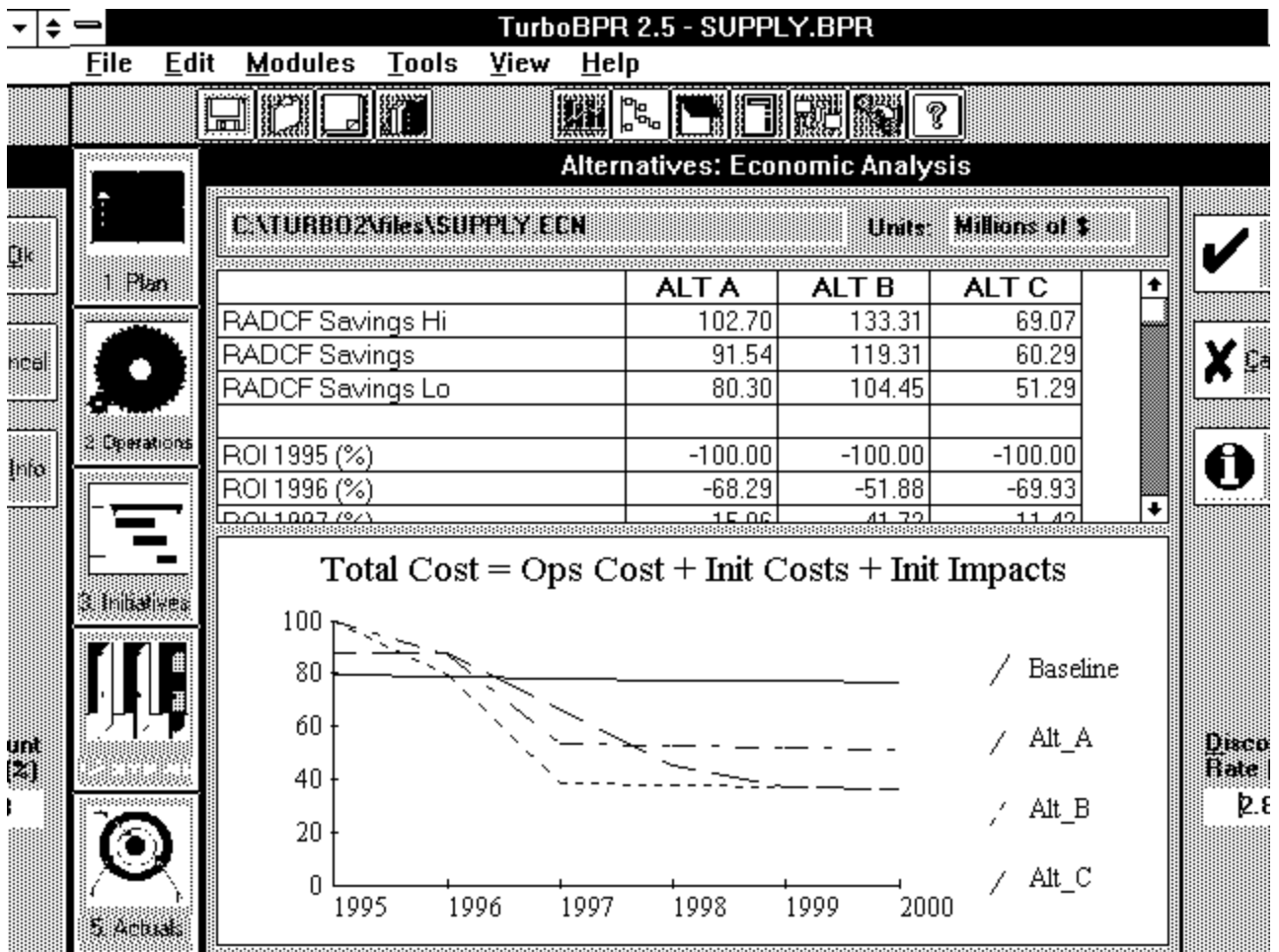
Figure 5.2

The only information that you can change on this screen is the discount rate (the time value of money rate). All of the other information on this screen is view-only.

Let's focus on the bottom of the screen first. At the bottom of the screen is a graph depicting baseline and alternative costs over the period of analysis. For the baseline and any alternative, total cost equals AS-IS operations costs plus the sum of the costs and impacts of any included initiatives.

At the top of the screen is a worksheet containing values for a variety of financial indicators.

RADCF Savings: RADCF Savings Risk-Adjusted Discounted Cash Flow Savings (High, Expected, and Low). This metric shows how much the alternative will save. The Hi is the maximum savings and the Lo is the minimum savings. If savings are negative then the alternative is more expensive than the baseline. For *Alternative A*, the expected RADCF savings are $82.39 million.

ROI: Return on Investment. This metric shows the year-by-year return on investment for each alternative. For *Alternative A*, the ROI in 2000 is *225.01 %*.

RA ROI: Risk Adjusted Return on Investment (High, Expected, and Low). These figures show the return on investment for the entire period of analysis **after** adjusting for risk. For *Alternative A*, the *RA ROI* (expected) in 2000 is *220.13 %*. Notice that adjusting for risk lowers the *ROI* of the alternative.

IRR: Internal Rate of Return. If the discount rate equaled the *IRR* then the alternative's net present value would be zero. *Alternative A*'s net present value would equal zero if the discount rate equaled *89.05 %*

Discounted Payback. This metric indicates the number of years it takes for the alternative to break even. *Alternative A* breaks even after a little more than 3 years from the beginning of the analysis.

Comparing Alternative Performance

Click **OK** to close the screen. The *Package Initiatives* screen reappears. Now click the **Performance Comparison** button. The *Alternatives: Performance Comparison* screen opens. Your screen should look similar to this.
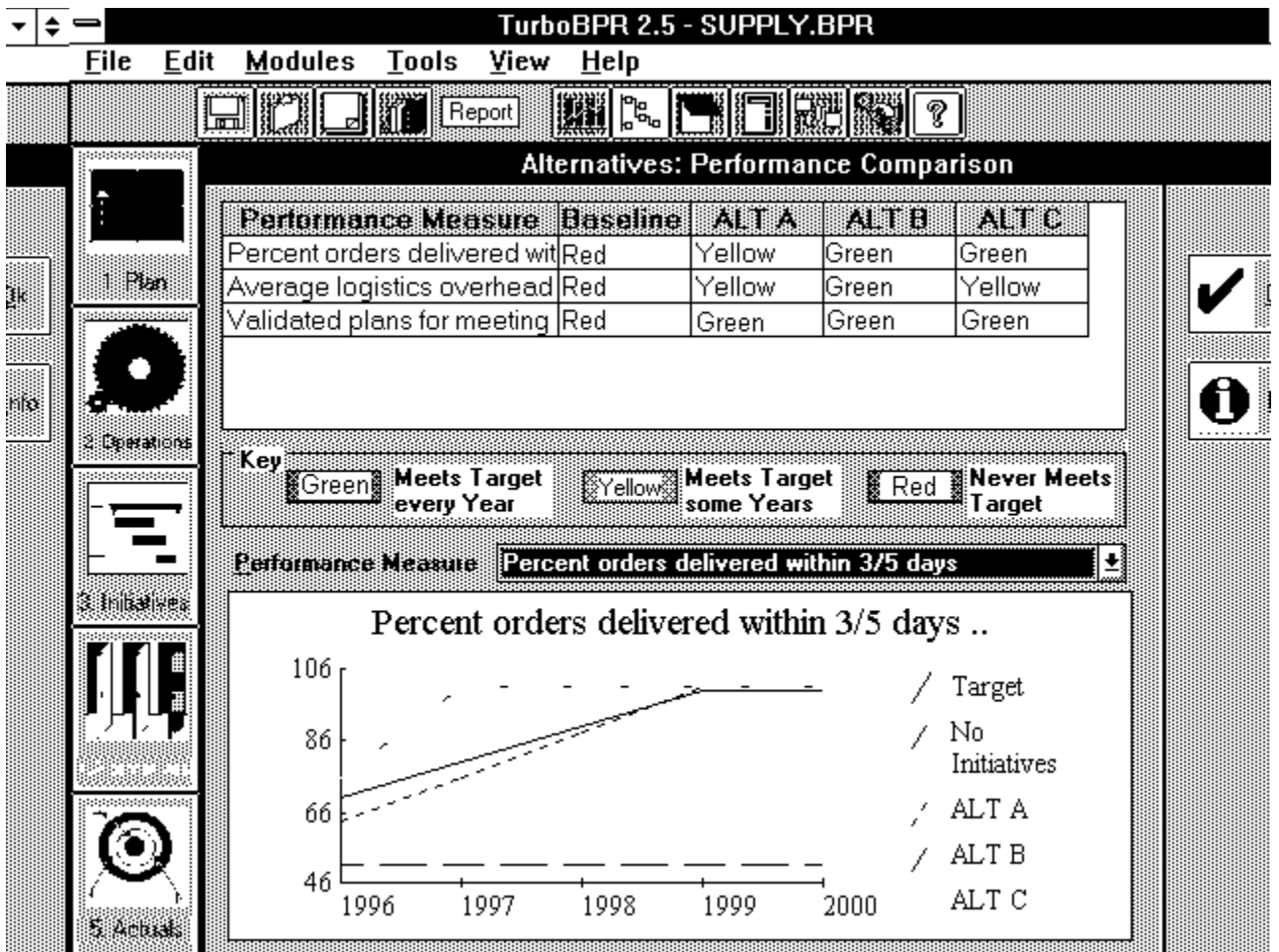
Figure 5.3

All information on this screen is view-only. The worksheet at the top of the screen shows the performance levels achieved by each of the alternatives. Look at the cell where "percent of orders delivered in 3/5 days" and *Alternative B* intersect. This cell is GREEN. That means that Alternative B achieves the order-ship time performance targets every year.

If a cell is yellow, that means that the alternative achieves the performance measure's targets in some (but not all) of the years. If a cell is red, that means that the alternative never achieves the performance measure's targets. The key in the middle of the screen explains this color coding.

Now look at the graph at the bottom of the screen. This graph shows the annual performance achieved by the baseline and each alternative. The *Performance Measure* list box above the graph allows you to pick the performance measure you would like to analyze. Right now, "Percent orders delivered within 3/5 days" is displayed. Click the list box and select "Average logistics overhead rate" from the list of performance measures. After a few seconds, the *Average logistics overhead rate Comparison* graph is displayed. As depicted in the worksheet at the top of the screen, Alternative B is the only

alternative that achieves the average logistics overhead rate targets for every year.

Click **OK** to close the screen.

Lesson Summary

In this lesson, you learned how to:

- Package initiatives into Alternatives
- Analyze the Economic Value of Alternatives
- Compare the Performance of Alternatives

In the next lesson, you will learn how to compare actual cost and performance data to projections.

Lesson 6: Actuals

Approximate completion time: 10 minutes

In this lesson, you will learn how to compare actual cost and performance data to
projections.

When an alternative is approved and implemented, it becomes the new functional
baseline. However, this new baseline contains cost and performance forecast errors. In
the future, when actual cost and performance data become available, you can compare the
actuals to projections. By tracking the actual cost and performance, you can refine your
future years' forecasts.

Understanding the *Projected versus Actuals* Screen

Click on the **Actuals** module button. The *Projected versus Actuals* screen appears and
your screen should look like this:

Figure 6.1

You will use the *Projected versus Actuals* screen to record actual cost and performance. You can enter:

1. The actual total cost for your function.
2. The actual cost for each initiative that's a part of the selected alternative.
3. The actual value for each performance measure.

TurboBPR pulls the target performance values from the Strategic Planning module. The projected performance measure is the sum of these target values and the initiative impacts of all included initiatives. The initiative costs are pulled from the Initiatives module. Total (alternative) cost is the sum of the AS-IS operations costs + initiative costs + initiative impacts (for the included initiatives).

Selecting an Alternative and a Year

At the top left of the screen is a list of years from the historical period start year to the current year. You can enter actuals for each year shown in the list. "1995" is selected from this list.

At the top right of the screen is the *Alternative* list box. Click the list box. A list including the baseline and the three alternatives appears. You can use this list to indicate the alternative that you will be implementing. Logistics selected "Alt B" as the alternative to implement.

Note: You should only enter actuals for the one alternative that you implement.

Entering Actuals

We are going to enter actuals for 1995. Click the mouse anywhere on the *Total Cost* row. In the *Actual* column type in 159.65 and press ENTER. TurboBPR calculates the difference between the actual value and the projected value (159.65 - 99.65 = 60.00).

Now, lets enter some actuals for the initiatives. Enter 25.80 for "Expedited Prime Vendor" and 0.75 for "Readiness Planning BPR Project."

When you are finished, click **OK** to save your work and close the screen.

Lesson Summary

In this lesson, you learned how to compare actual cost and performance data to projections. The next lesson will teach you how to create and print TurboBPR reports for your project.

Lesson 7: Creating TurboBPR Reports

Approximate completion time: 15 minutes

After this lesson you will know how to create and understand a TurboBPR report.

Creating Reports in TurboBPR

You have completed the task of entering data into TurboBPR. Now it's time to print your results.

Instructions:

1. Click the **Report** icon from the Tool Bar (it looks like a stack of papers). This opens the *Create Report* Screen.
2. The Report Format will be *MS Word* by default. Users without Microsoft Word may create an ASCII file from which to print the report by clicking the white circle next to *ASCII* in the *Report Format* section.
3. Select which sections to print by clicking in the white box next to each section you wish to print. A black X will appear in each selection you have selected to print. Notice that clicking next to section 4.0 will select all of its subsections. You may "unselect" a section or subsection by clicking its white square again. The black X will disappear when a section or subsection has been "unselected."
4. Then click **OK.**

If you are creating an ASCII file, you will select a name for the file to be created before the report is generated. It takes a few minutes for TurboBPR to generate the report files, so a progress gauge appears on your screen.

If the Report Format chosen is Microsoft Word, then TurboBPR will open Microsoft Word (if Turbo cannot find Microsoft Word, you will be asked to specify its path), and a macro will format the text and graphs. Once the macro has finished running, use Microsoft Word's print features to send your report to the printer.

If the Report Format is ASCII, click **YES** when you are asked if you would like to view the report now.

Understanding the Report

The report has a cover page and five sections:

- 1.0 Strategic Plan
  - Mission and vision statements
  - Descriptions of the goals, performance targets, and strategies
  - Mapping of the goals, targets, and strategies
- 2.0 Operations Analysis
  - Products and services with their volumes, unit cost, and total cost
    - Lists all the activities and their costs
      - Reports AS-IS Operations Forecast
  - Reports the sources and amounts of unallocated costs for each activity
- 3.0 Initiatives
  - Descriptions of each initiative
  - Presents in table form the cost and performance impacts for each initiative
- 4.0 Alternatives
  - Displays the package initiatives table which reports which initiatives comprise each alternative
    - Displays the economic analysis worksheet and performance comparisons
  - Graphical and tabular representations of the behavior of performance measures over time for each alternative
- 5.0 Actuals
  - Tables of Predicted versus Actuals for total cost, initiative costs, and the performance measures
- Appendix
  - Summary cost and performance tables and notes

When you are done viewing the report, click the gray control menu button in the upper left-hand corner of the screen to close Microsoft Word. If you are viewing the ASCII report, click on the **OK** button to exit.

To exit TurboBPR open the **File** menu and choose **Exit**. You will be prompted with a screen that asks you if you would like to save your project before you exit. Click your desired option.

Lesson Summary

In this lesson you learned how to create and understand TurboBPR reports.
The next lesson will teach you how to convert Version 1.0 files into files formatted for Version 2.5.

Lesson 8: Using TurboBPR Converter

Approximate completion time: 5 minutes

After this lesson you will know how to convert Version 1.0 project files to files formatted for Version 2.5. If you don't have any Version 1.0 project files to convert, you should skip his lesson.

About the Turbo Converter

The Turbo Converter will not change your Version 1.0 project file. After the conversion, you will have both the original Version 1.0 file and a new Version 2.5 formatted file.

Three things happen to Version 1.0 project data during conversion:

> 1. A Version 2.5 project database is created with the name you choose. This file stores most of your Version 1.0 project data. Any data not found in this file will be stored in an ASCII file or in detailed worksheets.

> 2. An ASCII file is created to store your Version 1.0 project notes. You can open this file in Windows Notepad and paste the notes into any text box in TurboBPR Version 2.5.

> 3. Detailed worksheets are created to store your Version 1.0 ABC, cost projection data, initiative cost items, and initiative impacts.

Opening the Turbo Converter

There are two ways to launch the turbo converter. Since you have already exited TurboBPR, follow the first method for now.

> 1. From the Windows Program Manager
> Switch to the Windows Program Manager and open the TurboBPR 2.5 program group. Double click on the Turbo Converter icon. The TurboBPR Database Conversion application opens.

> 2. From TurboBPR
> At the top of the screen find the Converter icon in the icon menu bar. It is between the calculator and support icons. The Tooltip will say Converter. Click on the Converter icon. This will open the TurboBPR Database Conversion program.

Using the Turbo Converter

After you open the converter, do the following to perform the conversion:

    1. In the *Welcome to TurboBPR Database Conversion* screen, click the **Start** button.
    2. In the *Project File to Convert From* dialog box which appears, find the Version 1.0 project file you wish to convert. Then click **OK**.
    3. In the *Project File to Save As dialog* box which appears, enter the name and location for the Version 2.5 file. A default name is provided which you may wish not to change. Note that the file should have the .bpr extension. After you select the file name, click the **OK** button to start the conversion.

It takes a few minutes for the TurboBPR Converter to complete the conversion, so a process gauge appears on your screen. After the conversion is complete, exit the converter by clicking on the **Exit** button in the *Welcome to TurboBPR Database Conversion* screen.

You have now returned to TurboBPR. Try opening the converted project file and examining the converted data.

Lesson Summary

In this lesson you learned how to convert Version 1.0 project files to files formatted for Version 2.5.

Tutorial Summary

Congratulations! You've now completed all eight lessons in the TurboBPR tutorial.
You've learned to:

Enter goals, performance measures, and strategies
Build links between planning elements
Enter and edit AS-IS Operations Costs
Modify activity trees
Enter activity based costs
Enter products and services data
Estimate initiative investment costs
Estimate the impacts of initiatives on activity costs and performance
Package and evaluate alternatives
Compare actual cost and performance data to projections
Create TurboBPR reports.
Convert TurboBPR version 1 files to version 2.5.

Appendix: Windows Referenece

check box

When you click the box, an X appears in its center to indicate that the item has been selected.
☒

clipboard

A temporary storage area for text or graphics that you are copying or moving from one location to another.

combo box

This window element is similar to the list box and text box combined. It allows you to either type in your own value or select an item.

Acquisition Planning and Oversight	▼

dialog box

A window in which you select options before TurboBPR carries out a command.

double-click

To rapidly press and release a mouse button twice without moving the mouse. Double-clicking carries out an action. For example, double-clicking the TurboBPR icon starts the application.

drag

Left click and hold down the mouse button on the object or selection, then move the mouse.

filename box

Displays the name of the open project. It is positioned to the right of the Help tool.

DEMO1.FEA
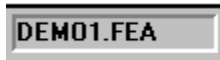
insertion point

The place where text will be entered when you type. The insertion point usually appears as a flashing vertical bar.

list box

A window element that displays a pre-defined array of choices from which you can make a selection. The values in a list box list are always displayed.

Acquisition Systems
Command and Control
Communications
Compliance
Drug Enforcement
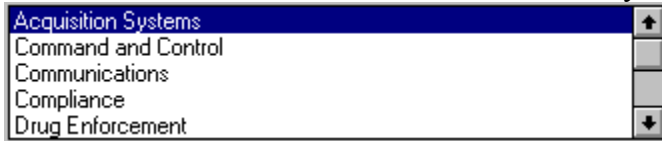
menu bar

The horizontal bar beneath the Application title bar that displays the name of TurboBPR menus. The menu bar gives you access to many TurboBPR commands.

option button

When you click the button, a black dot appears in its center to indicate that the item has been selected. In TurboBPR, option buttons are used when you can choose only one of the available selections.
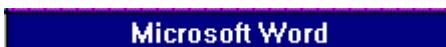
◉

scroll bar

Use to view additional columns or rows in a text box, worksheet, or list.

title bar

A horizontal bar located along the top of a window that displays the window's name.
Note You can move a window or dialog box that has not been maximized by dragging its title bar.

Microsoft Word

toolbar

A bar with tool buttons that perform some of the most common tasks in TurboBPR such as opening and printing files.

ToolTips

Display the function of each toolbar button. The figure below, displays the ToolTip for the Report tool. When you point to a tool with the mouse, the tool name appears in a box. You can turn ToolTips on and off in the View menu.

Report

TurboBPR control menu

The menu in the upper-left corner of the TurboBPR window. The control menu is located to the left of the title bar. It is designated by a short horizontal line rather than by a menu name.