

**opentext™**

# OpenText™ Project and Portfolio Management (PPM)

Software version: All versions

## What-if Analysis (legacy version)

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# What-if Analysis

What-if Analysis is a tool of OpenText™ PPM that helps your organization to decide on a portfolio of investment initiatives that align with your business strategy. This guide details on how to use What-if Analysis for strategic decision making.

## What-if Analysis overview

What-if Analysis is a simulation tool to plug in different scenarios to explore and compare various investment plans and schedule alternatives based on changing conditions. It is often done when budget and resources are limited and an organization needs most informed decisions.

It helps you predict the answer to the proactive question "what if the situation represented by a certain scenario happens?" Some examples are:

- What if we delay this project until resources are available?
- What if we hire more resources to do certain development jobs?
- What if we put this project on hold and continue it when more budget is approved?
- What if we approve and execute new proposals?

Simply put, What-if Analysis provides an opportunity to develop project outcomes fitting predetermined characteristics, in order to test how investment plans will perform under varying constraints.

## When to use What-if Analysis

As an IT portfolio manager, when you are going to do annual planning for the next fiscal period (be it year or quarter), you usually weigh how your investment plan can best carry out your organization's business value within budget and resources.

For example, you might want to

- Approve all proposed projects.
- Continue the multi-year in-flight projects.
- Start must-do projects

However, you cannot do all of them due to budget and resources limit. You can then use What-if Analysis to model different scenarios so as to identify the optimal portfolio of projects.

## Steps to use What-if Analysis

Ending up with an optimal portfolio is generally a two-step process. First is to align the portfolio with business objectives. Second is to match capacity to the optimal scenario.

Here are the steps we suggest to use What-if Analysis. PPM gives you flexibility to use What-if Analysis differently based on your real situations.

"Step 1: Prepare before planning"

"Step 2: Create a what-if scenario"

"Step 3: Prioritize contents within a scenario"

"Step 4: Reschedule contents to adjust budget, resources, and strategy alignment"

"Step 5: Compare scenarios"

"Step 6: Apply optimal scenario"

# Step 1: Prepare before planning

Before using What-if Analysis for your strategic planning, you should do the following:

1. Identify and collect all your investment initiatives, including in-flight projects, proposed projects, and completed projects for maintenance.
2. Create projects for in-flight projects, proposals for proposed projects, and assets for maintenance projects in PPM.
3. Create staffing profiles for these PPM entities to track the resources demand, and create financial summaries to track the forecast cost.
4. Create a portfolio or program to group your investment initiatives.

Currently, What-if Analysis can be done in the portfolio or program level.



## Next steps:

- ["Step 2: Create a what-if scenario"](#)

## Step 2: Create a what-if scenario

A what-if scenario is a simulated situation where you experiment what would happen if you invest defined budget and resources on different portfolios of contents.

This section details on how to create a what-if scenario.

1. **Prerequisite:** you should have either of the following:
  - The Program Management license and View Programs access grant
  - The Portfolio Management license and View All Portfolios access grant
2. From the PPM menu, select **Open > What-if Analysis**.
3. In the Scenario List page, click **Create**.

**CREATE SCENARIO** CREATE CANCEL

**General**

Scenario Name:

Time Period:

**Scenario Created For**

☒ Select a Portfolio:

☐ Select a Program:

**Budget Supply**

Total Budget: \$  (\$/month)

**Resources Supply**

Calculated From Res... [+ ADD](#)

4. In the Create Scenario page, provide the scenario properties.

Field (*Required)	Description
<b>General</b>	
*Scenario Name	Give a unique name to the scenario.

*Time Period	Select the time period when the scenario simulates. You can only select current and future time periods.
<b>Scenario Created For</b>	
*Select a Portfolio *Select a Program	<p>Select a portfolio or program where you want to do what-if analysis.</p> <ul style="list-style-type: none"> <li>• Portfolios or programs available for selection are those you have the view access to.</li> <li>• The demanded budget is calculated from the financial summary of each content in the selected portfolio or program.</li> <li>• The demanded resources are calculated from the staffing profile of each content in the selected portfolio or program.</li> </ul>
<b>Budget Supply</b>	
Total Budget	<p>Enter the total amount of money to be invested in the scenario during the scenario time period.</p> <p>The total amount is evenly distributed to each month during the time period.</p>
<b>Resources Supply</b>	
Calculated From Resource Pool (s)	Add the resource pools that provide the resource capacities (in FTE) for the scenario during the scenario time period.

5. Click **Create**.

What-if analysis fetches data from the portfolio or program only when the scenario is created. It does not sync data from the portfolio or program to the scenario after scenario creation. Be aware that data differences exist if the portfolio or program is updated afterwards.





**Example:** For example, your organization currently has 5 in-flight projects, 3 must-do projects, and several proposed projects. The approved budget and resources are not enough to cover all of the contents.

What you would like to do with What-if Analysis for the next-year planning is:

1. Create a portfolio in PPM to include all the contents.
2. Create a scenario for the portfolio.
  - Scenario time period is the next fiscal year;
  - The demanded budget is calculated from each content's financial summary, and the demanded resources are calculated from each content's staffing profile;
  - Total budget is the approved budget amount;
  - Resources to work on the initiatives in the next fiscal year are included in separate resource pools.



### Next steps:

- ["Step 3: Prioritize contents within a scenario"](#)

## Step 3: Prioritize contents within a scenario

Your organization relies on a prioritized contents list to allocate limited budget and resources. The most important content is on the top of the list. Less important contents are ranked lower. Prioritizing the contents within a scenario may include:

- Moving contents in or out of the scenario.
- Assigning ranks to moved-in contents.

## What to consider before prioritizing

What to consider	Description
The strategic theme or business objective each content aims at	See the Strategic planning topic in the Portfolio Management guide.
The financial metrics, such as projected cost, projected benefit, and NPV of each content	<p>Such financial data provide insight on demand versus capacity, and whether a content is worth investing.</p> <p>What-if Analysis provides quick access to the financial metrics in the <b>Contents</b> tab of a scenario. To display the financial metrics you concern about in the Contents tab:</p> <ol style="list-style-type: none"> <li>1. Right-click any column in the <b>Contents</b> tab.</li> <li>2. Hover your mouse over <b>Column</b>, and select desired ones to show.</li> </ol>
Dependencies between contents	If a content is to be invested, its predecessor content is supposed to be invested too.

## Move a content in or out of a scenario

If you do not plan to start or continue a content, you move the content out of the scenario. The budget and resources supply would not be allocated to it. What-if analysis automatically moves out contents that are cancelled or completed.

To move a content out of a scenario:

1. In any tab of the scenario details page, click the **Move out** icon (the blue check mark) in the first column of the content line.

Moved-out contents are listed in the lower part of the table.

2. Click **Save**.

To move a content back into a scenario:

1. In any tab of the scenario details page, lower part of the table, click the **Move in** icon (the gray check mark).

Moved-in contents are listed in the upper part of the table.

2. Click **Save**.

## Assign priorities to moved-in contents

Contents in the scenario details page are by default listed in the alphabetical order of content names. To adjust the rank of a moved-in content:

1. In any tab of the scenario details page, click the **Rank** column to give the contents default rankings.

If you then move a content back into the scenario, the content is assigned the lowest rank.

2. Click and drag the content to the desired location in the list. Its rank is updated.



### Next steps:

- ["Step 4: Reschedule contents to adjust budget, resources, and strategy alignment"](#)



## Step 4: Reschedule contents to adjust budget, resources, and strategy alignment

The budget or resources supply may not fully fill the demand of all the moved-in contents. What-if Analysis allows you to do the following to figure out the problems that result in the gap between supply and demand and to explore possible solutions of narrowing the gap.

**Note:** Although What-if Analysis provides visualizations for both budget and resources, your organization may only need to focus on either budget utilization or resource utilization, depending on the your project management model.

### Analyze budget or resources utilization by a glimpse

The header of the scenario details page displays how much budget and resources remain after being allocated to the moved-in contents in the scenario.

 REMAINING BUDGET(GBP)	SUPPLY 5,500,000	 REMAINING RESOURCES(FTE)	SUPPLY 77.00
<b>-10,831</b>	DEMAND 5,510,831	<b>-246.30</b>	DEMAND 323.30

Remaining = Supply - Demand

For budget:

- Supply is what you defined when creating the scenario.
- Demand is the sum of forecast cost of all moved-in contents during the scenario time period.

For resources:

- Supply is the sum of available capacities of resources in the selected resource pools during the scenario time period.
- Demand is the sum of forecast effort of all positions in moved-in contents' staffing profiles.

## Analyze budget utilization details

The Budget tab shows supply budget and demanded budget by periods.

As an example, let's see budget utilization in Jul 18.

		BUDGET												RESOURCES	
IN/OUT	CONTENTS	PRIORITY	TOTAL	FEB 18	MAR 18	APR 18	MAY 18	JUN 18	JUL 18	AUG 18	SEP 18	OCT 18	NOV 18	DEC 18	LATER
Remaining			-10,831	402,400	175,876	-58,920	-284,796	-317,800	-389,494	-143,432	-44,057	129,803	242,947	276,642	
Supply			5,500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	
Demand			5,510,831	97,600	324,124	558,920	784,796	817,800	889,494	643,432	544,057	370,197	257,053	223,358	
✓	Liquidity ...	4	931,704					96,180	129,184	140,300	106,800	122,820	117,480	101,460	117,480
✓	MIFID II	1	1,380,888		221,644	221,644	221,644	221,644	259,985	138,184	59,360	36,784			
✓	Open Ban...	5	395,264				129,696	129,696	135,872	0	0	0	0	0	0
✓	Project Ea...	2	1,137,040	97,600	102,480	102,480	102,480	102,480	107,360	112,240	97,600	112,240	107,360	92,720	
✓	Project M...	3	1,665,935			234,796	234,796	234,796	245,977	286,208	264,277	103,693	48,233	13,158	
✓	GDPR	1	338,252						96,184	110,924	131,144				

Budget supply of this month (500, 000) = Total supply budget (5,500,000) / the number of months (11) in the scenario time period

Budget demand of this month (889,494) = Sum of forecast cost of all moved-in contents in this month.

Remaining budget of this month (-389,494) = Supply of this month - demand of this month

**Note:** PPM forcibly evenly divides total supply budget among scenario's all months. However, it is possible in reality that cash flow during a fiscal period is flexible: budget deficit or surplus in one month can be offset by budget in another month. In this case, you may ignore monthly remaining budget (be it negative or positive) and focus on total remaining budget and monthly demanded budget of each moved-in content.

## Analyze resources utilization details

The Resources tab shows supply resources and demanded resources by periods.

As an example, let's see resources utilization in Jul 18.

CONTENTS BUDGET RESOURCES															
REMAINING RESOURCES PER ROLE															
IN/OUT	CONTENTS	PRIORITY	TOTAL	EARLIER	FEB 18	MAR 18	APR 18	MAY 18	JUN 18	JUL 18	AUG 18	SEP 18	OCT 18	NOV 18	DEC 18
^	Remaining		-246.30		1.00	-12.55	-26.78	-39.88	-41.58	-43.54	-29.19	-26.20	-13.05	-8.19	-6.34
	Supply		77.00		7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00
	Demand		323.30		6.00	19.55	33.78	46.88	48.58	50.54	36.19	33.20	20.05	15.19	13.34
✓	Liquidity...	4	52.70					5.50	7.20	7.50	6.50	6.50	6.50	6.50	6.50
✓	MIFID II	1	83.11			13.55	13.55	13.55	13.55	15.21	7.80	3.80	2.10		
✓	Open Ba...	5	22.80					7.60	7.60	7.60	0.00	0.00	0.00	0.00	0.00
✓	Project E...	2	66.00		6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00
✓	Project ...	3	98.69			14.23	14.23	14.23	14.23	14.23	15.89	16.90	5.45	2.69	0.84
✓	GDPR	1	17.20							4.50	6.20	6.50			

Resources supply of this month (7.00) = Available capacities of all resources in the selected resource pools in this month

Resources demand of this month (50.54) = Sum of forecast effort of all positions in moved-in contents' staffing profiles

Remaining resources of this month (-43.54) = Supply of this month - demand of this month

### Understand which role is under- or over-staffed

Click the **Remaining resources per role** link to dive into which roles have more resources than required (over-staffed) and which roles have less resources than required (under-staffed).

Roles listed in this page are collected from moved-in contents' staffing profiles. The positive values in a row indicate the role is over-staffed in certain months; the negative values indicate the role is under-staffed in certain

months. For example, the role Network Administrator still needs 0.18 FTE to fill the demand in Jul 18.

ROLE	TOTAL	FEB 18	MAR 18	APR 18	MAY 18	JUN 18	JUL 18	AUG 18	SEP 18	OCT 18	NOV 18	DEC 18
▶ Network Administrator	0.18	0.00	0.26	0.52	0.32	-0.18	-0.18	0.46	0.47	-0.53	-0.23	-0.73
▶ Developer - Application	1.18	0.00	0.30	0.60	-0.40	0.60	0.60	0.30	-0.86	0.14	-0.10	0.00
▶ Developer - Java/Web Techn...	-1.28	0.00	0.19	1.38	-0.62	-1.62	-1.62	0.19	0.82	0.00	0.00	0.00
▶ Trainer	5.75	1.00	1.00	1.00	0.60	0.60	0.20	0.10	0.00	0.00	0.50	0.75
▶ DBA	1.16	0.00	0.70	-0.28	0.72	-0.28	-0.28	0.02	0.64	0.64	-0.36	-0.36
▶ QA Tester	0.21	0.00	0.00	0.00	0.00	0.00	1.04	0.74	-0.27	-1.30	0.00	0.00

For each role:

- Supply = Sum of capacities of resources (from selected resource pools) with the role . Expanding supply, you can see resource capacities from each selected resource pool.

In this example, the resources with the role Network Administrator are all coming from the Corporate resource pool.

ROLE	TOTAL	FEB 18	MAR 18	APR 18	MAY 18	JUN 18	JUL 18	AUG 18	SEP 18	OCT 18	NOV 18	DEC 18
▼ Network Administrator	0.18	0.00	0.26	0.52	0.32	-0.18	-0.18	0.46	0.47	-0.53	-0.23	-0.73
▼ Supply	26.00	1.00	2.00	3.00	3.00	3.00	3.00	3.00	3.00	2.00	2.00	1.00
Corporate	26.00	1.00	2.00	3.00	3.00	3.00	3.00	3.00	3.00	2.00	2.00	1.00
▼ Demand	25.82	1.00	1.74	2.48	2.68	3.18	3.18	2.54	2.53	2.53	2.23	1.73
MIFID II	4.60		0.74	0.74	0.74	0.74	0.74	0.30	0.30	0.30		
Project Meridian	6.12			0.74	0.74	0.74	0.74	0.74	0.73	0.73	0.73	0.23
Project Eagle (Mod...	11.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Liquidity Risk Man...	3.50					0.50	0.50	0.50	0.50	0.50	0.50	0.50
Open Banking (Bul...	0.60				0.20	0.20	0.20	0.00	0.00	0.00	0.00	0.00

- Demand = Sum of forecast effort of all positions (from moved-in contents' staffing profiles) that require the role . Expanding demand, you can see forecast demand from each content that requires the role.

In this example, the contents that require resources with the role Network



Administrator are MIFID II, Project Meridian, and so on.

ROLE	TOTAL	FEB 18	MAR 18	APR 18	MAY 18	JUN 18	JUL 18	AUG 18	SEP 18	OCT 18	NOV 18	DEC 18
▼ Network Administrator	0.18	0.00	0.26	0.52	0.32	-0.18	-0.18	0.46	0.47	-0.53	-0.23	-0.73
▼ Supply	26.00	1.00	2.00	3.00	3.00	3.00	3.00	3.00	3.00	2.00	2.00	1.00
Corporate	26.00	1.00	2.00	3.00	3.00	3.00	3.00	3.00	3.00	2.00	2.00	1.00
▼ Demand	25.82	1.00	1.74	2.48	2.68	3.18	3.18	2.54	2.53	2.53	2.23	1.73
MIFID II	4.60		0.74	0.74	0.74	0.74	0.74	0.30	0.30	0.30		
Project Meridian	6.12			0.74	0.74	0.74	0.74	0.74	0.73	0.73	0.73	0.23
Project Eagle (Mod...	11.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Liquidity Risk Man...	3.50					0.50	0.50	0.50	0.50	0.50	0.50	0.50
Open Banking (Bul...	0.60				0.20	0.20	0.20	0.00	0.00	0.00	0.00	0.00

## Analyze strategy alignment

For details, see the Strategic planning topic in the Portfolio Management guide.

## Reschedule contents

When you find budget supply or resources supply values are negative in some months but positive in other months, What-if Analysis enables you to:

- Try rescheduling contents to balance budget or resources consumption if you have no plan to increase budget or resources supply.

Rescheduling a content is to reschedule the content's work that happens during the scenario time period. You can [shift work start date](#) or [split work into sections](#) to reschedule a content.

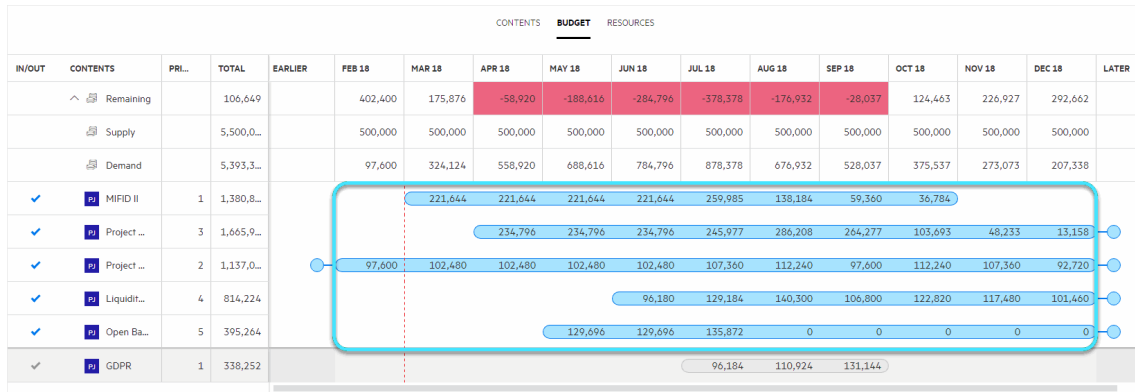
- Try increasing budget or resources supply ([update scenario constraints](#)) when only rescheduling contents do not help.

## Understand how content timelines are presented in a scenario

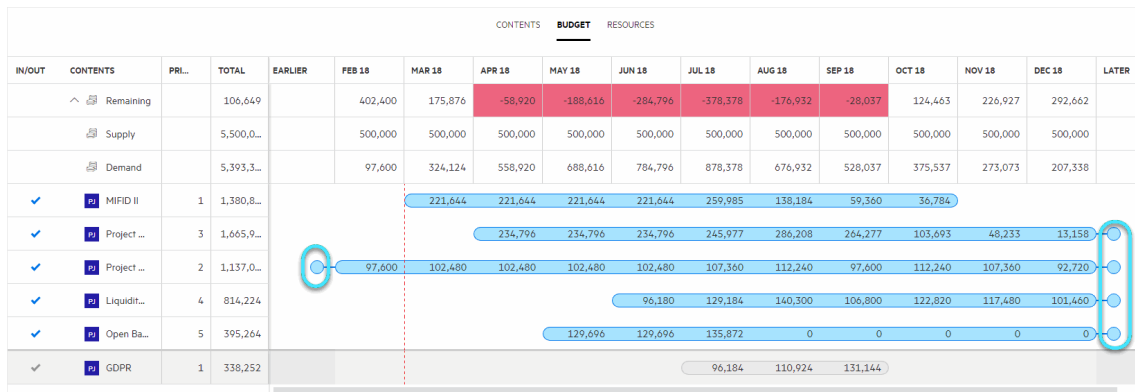
Content timelines, available in both Budget and Resources tabs, are presented in the way that enables you to easily focus on how much budget or resources the contents need during the scenario time period.

For each content,

- The time periods that fall within the scenario time period are shown as a bar, with monthly forecast cost or forecast effort displayed on the bar.



- The circles connected to the left the bar indicate contents start earlier than the scenario start period; the circles connected to the right of the bar indicate contents finish later than the scenario finish period. Forecast cost or forecast effort for these time periods are not shown.



## Shift work start date

Drag the timeline bar of a content leftward to start work earlier. Drag the timeline bar rightward to delay work.

If a program has contents, shifting the program's start date would shift the start date of its contents accordingly, and vice versa.

## Split work into sections

If you need to interrupt work on a content, you can split the content so that part of it starts later in the schedule. You can split a content into as many sections as you need.

1. Place the cursor between two months until the scissor icon appears, and click.
2. Drag each part of the timeline bar to where you want the work to start.

**Note:** If a program has contents, you cannot split its timeline into sections. Instead, you can split its contents.

## Change scenario constraints

When rescheduling contents only does not narrow supply and demand gap, and you want to experiment whether changing the scenario constraints (budget or resources supply) would help, you can try the following:

1. In the header of the scenario details page, click the edit icon (✎).
2. In the Change Scenario Constraints page, update the **Budget Supply** or **Resources Supply**.
3. Click **Try it Out** to foresee the impact of updated budget or resources supply.
4. (Optional) [Shift work start date](#) or [Split work into sections](#) to reschedule contents.
5. If you think the updated budget or resources supply helps solve the problem, click **Save** to save the scenario constraints changes.

### Next steps:

- ["Step 5: Compare scenarios"](#)

## Step 5: Compare scenarios

You can compare any two or three scenarios to see what is the impact of different invest plans so as to determine an optimal scenario. This optimal scenario can serve as the guideline of your strategic decision.



**Example:** For example, these scenarios are created to simulate the situations where you:

- Invest the same amount of budget and resources on different sets of contents.
- Invest different amounts of budget and resources on the same set of contents.
- Invest different amounts of budget and resources on different sets of contents.

To run a scenario comparison:

1. From the menu, select **Open > What-if Analysis**.
2. In the Scenario List page, select two or three scenarios you want to compare, and click the **Compare Scenarios** icon or button.

PPM does not support comparing more than three scenarios at a time.

3. The comparison results are displayed in the Scenario Comparison page.

SCENARIO COMPARISON				SHOW: <input checked="" type="radio"/> All <input type="radio"/> Differences Only	
NAME	BO: Operational Readiness - 2018 Investment ...		TC: Digital - Mid-Flight Replanning		TC: Digital - Mid-Flight Replanning
TIME PERIOD	Jan 18 - Dec 18		Feb 18 - Dec 18		Feb 18 - Dec 18
REMAINING BUDGET	-1,291,777	SUPPLY 6,000,000 DEMAND 7,291,777	485,456	SUPPLY 6,000,000 DEMAND 5,514,544	485,456 SUPPLY 6,000,000 DEMAND 5,514,544
REMAINING RESOURCES	-97.15	SUPPLY 275.00 DEMAND 372.15	-51.60	SUPPLY 275.00 DEMAND 326.60	-51.60 SUPPLY 275.00 DEMAND 326.60
MIFID II	✓		✓		✓
Europe Platform (Blue)	✓		✓		✓
Open Banking (Build/Flourish)	✓		✓		✓
GDPR	✓		✓		✓
European Referendum Response Prog...	✓				
KYC	✓				
Liquidity Risk Management			✓		✓

The comparison is done from 4 perspectives:

- **Time periods** of each scenario
- **Remaining budget:** Whether the supply budget can cover the demanded budget of moved-in contents in each scenario. Red negative value indicates how much demanded budget exceeds supply budget. Green positive value indicates how much supply budget exceeds demanded budget.
- **Remaining resources:** Whether the supply resources can cover the demanded resources of moved-in contents in each scenario. Red negative value indicates how much demanded resources exceeds supply resources. Green positive value indicates how much supply resources exceeds demanded resources.
- **The selected contents:** what contents are moved into each scenario, planned to be invested.

To see differences among scenarios only, select **Differences Only** for the **Show** option.



#### Next steps:

- ["Step 6: Apply optimal scenario"](#)

## Step 6: Apply optimal scenario

When you arrive at an optimal scenario, you can adjust the portfolio or program according to the scenario. What-if analysis helps you to preview what should be adjusted before actually applying the scenario.

The following steps explain how to preview the application of a scenario for a portfolio. Previewing the application of a scenario for a program is similar.

1. From the scenario details page, click the **Application Preview** button in the top-right corner.
2. The **Add to Portfolio** table tells you which contents should be added to your portfolio.

▼ ADD TO PORTFOLIO (3)

↑ CONTENTS	MANAGERS	STATUS	START PERIOD	FINISH PERIOD	PROJECTED COST	PROJECTED BENEFIT
 assetCost2		Enter Application Data			0	0
 ELPP_0327_01		New	Mar 18	Jan 19	12,000	13,000
 ws_project_1514276881649	 Admin User	In Planning	Jan 16	May 16	48	0

They are the contents that:

- are considered to be invested in the scenario,
- but are not included or stops being active in the portfolio.

**Note:** If a program is included in both the scenario and the portfolio, but the program contains different contents in the two sides, the program is not listed in this table.

To see contents of the program that only exist in the scenario, check the Adjust Timeline table.

The data displayed in this table are real time data retrieved from the contents.

Projected cost and projected benefit are calculated within the scenario time range.

3. The **Remove from Portfolio** table tells you which contents should be removed from your portfolio.

## ▼ REMOVE FROM PORTFOLIO (4)

↑ CONTENTS	MANAGERS	STATUS	START PERIOD	FINISH PERIOD	PROJECTED COST	PROJECTED BENEFIT
 ee_test0323project	 Admin User	In Planning	Dec 17	Sep 18	740,175	300,000
 ELPJ_0327_0542	 Admin User	In Planning	Mar 18	Feb 19	75,844	49,000
 ELPP_0327_02	 1514276996613 151427	New	Mar 18	Dec 18	0	0
 ws_project_1514280122194	 Admin User	In Planning	Jan 16	May 16	0	0

They are the contents that:

- are not considered in the scenario,
- but exist in the portfolio.

**Note:** If a program is included in both the scenario and the portfolio, but the program contains different contents in the two sides, the program is not listed in this table.







To see contents of the program that only exist in the portfolio, check the Adjust Timeline table.

The data displayed in this table are real time data retrieved from the contents.

Projected cost and projected benefit are calculated within the scenario time range.

4. The **Adjust Timeline** table tells you which contents in your portfolio should be rescheduled.

## ▼ ADJUST TIMELINE (5)

↑ CONTENTS	MANAGERS	PROPOSED S...	PROPOSED PL...	NOV 17	DEC 17	JAN 18	FEB 18	MAR 18	APR 18	MAY 18	JUN 18	JUL 18
 Data Mining Expansion	 Nicole Smith	Nov 17	Sep 19									
 Map Mash-Up		Feb 18	Dec 18									
 Mobile Office		Jan 18	Nov 18									
 Smartphone Calendar		Feb 18	Dec 18									
 Text Analytics		Apr 18	Feb 19									

It lists the contents:

- that are considered in the scenario and included in the portfolio,
- whose scheduled periods in the scenario are different from those in the portfolio.

Contents whose scheduled periods are beyond the scenario time range in both the scenario and the portfolio are not listed.

The gantt chart area shows how each content's scheduled periods in the scenario and in the portfolio are different.

<b>Proposed Start Period</b>	The start period in the scenario. If the work of a content is split into sections in the scenario, it is the start period of the first section.
<b>Proposed Finish Period</b>	The finish period in the scenario. If the work of a content is split into sections, it is the finish period of the last section.
<b>Light blue bar</b>	The scheduled periods in the portfolio. If a content under a program only has the light blue bar, it means the program only contains the content in the portfolio, not in the scenario.
<b>Dark blue bar</b>	The scheduled periods in the scenario. A content may have several dark blue bars if its work is split into sections in the scenario. If a content under a program only has the dark blue bar, it means the program only contains the content in the scenario, not in the portfolio.