Global Customer References

BUSINESS PERFORMANCE ON AN ENTIRELY NEW SCALE

Business Objects™

AstraZeneca

"Business Objects has enabled us to improve project management, cost control, and resource utilization, and is helping us achieve competitive research and development timescales."

T··Mobile···

"Within a period of two months, we have a system at our disposal that allows detailed tracking of our performance in the area of customer-oriented processes."

HYUNDAI

"With Business Objects, we can painlessly change the price, the cost, and the volume of sales— whenever we need to."

new balance

"The result is that the reps are better at their business, more accountable, and spend more time managing the business, especially the larger accounts."

John Schwarz

CHIEF EXECUTIVE OFFICER,
BUSINESS OBJECTS

The Most Compelling BI Stories Are Our Customer Stories

Dear executive:

As a leader of a high-performing organization, you know that the competitive and market pressures are increasing every day. You have to act smarter, move faster. You need to improve your customer or supplier relationships, cut costs, and generate a better service or more revenue. Whatever issues you may face, you need better insight into your business to make the best decisions and improve your organization's performance.

Our Global Customer Reference Guide is intended to provide you with a concentrated glimpse into leading companies across many industries and countries who are achieving extraordinary results with business intelligence (BI).

You'll read how our enterprise customers, representing many Fortune 500 companies, have made their BI implementation from Business Objects an enterprise-wide solution, often progressing from a single component of the IT infrastructure to adopting BI as one of the most critical management tools in their portfolio. Mid market organizations also describe how easy to implement and user friendly our solutions are, especially when dealing with the constraints of a small IT department and tight budgets. Indeed, thousands of mid-sized organizations have adopted Business Objects as their daily window on their operations.

People at all levels of the organization, from CEOs to the front-line professionals are all using BI to understand their daily business operations and to improve performance. They make business decisions based upon trusted data and use business intelligence solutions to align execution with strategic objectives and budgets. Their Business Objects implementation enables them to make insightful and timely analyses, so they can take action where and when it is needed.

We are proud to count many of the world's most innovative organizations as our customers. We're especially proud that so many of our over 39,000 customers worldwide have turned into real advocates, and I would like to take this opportunity to thank them for being a part of our reference family.

Our commitment to them and to our future buyers is that we will diligently continue to look for ways of applying BI technologies to address emerging business requirements, that our solutions will continue to improve in quality and ease of use, that our services and support will continue to evolve with your needs, and that we will ceaselessly innovate to ensure that Business Objects will remain on the leading edge of the ever changing world of information technology.

"Excellent customer service is fundamental to Eurostar's success. Business Objects solutions are a key factor in providing us with a comprehensive view of our operational performance. As a result, we can drive customer satisfaction and loyalty for tomorrow."

"Our executives want to see concise, streamlined reports; they want to see benchmarks, key performance indicators, and business trends to find out where the company is going; and they want to be able to identify potential issues quickly and adjust business strategies accordingly. With Business Objects, we can do all of that now."
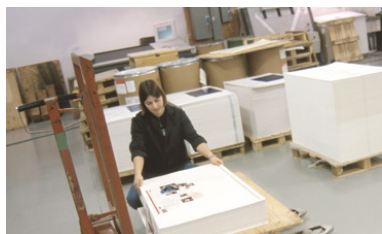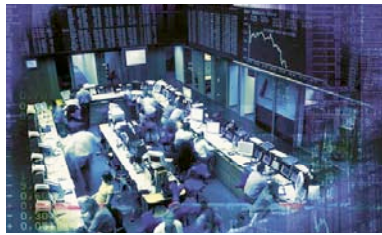

"BusinessObjects XI allows us to develop a full range of front-line services according to our needs."

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Business Objects™

GLOBAL CUSTOMER REFERENCES

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Savings Bank

"The Business Objects solution actually shortened our budget process by a month and a half and our reporting time by three days."

ING DiBa

"The contemporary, user-friendly interface, the ability to define different types of access rights, and the integration of a reporting solution were the factors that contributed most to increased productivity."

Groupama

"Now with Business Objects, we are ready to develop steadier and more proactive financial communication."

linea
CREDITO AL CONSUMO
BANCHE POPOLARI

"BusinessObjects XI Release 2 offers the exact features we needed, and that's a real advantage for us."

#1 Financial Services

IMPROVING PERFORMANCE IN FINANCIAL SERVICES

Business Objects provides a comprehensive set of business intelligence solutions to improve performance in the banking, brokerage, consumer credit, investment banking, and insurance industries.

More than 2,000 customers worldwide—including 40 of the world's top 50 banks, 9 of the top 10 global insurance companies and all of the top 10 nonlife insurance companies worldwide—use Business Objects solutions

Companies such as ABN Amro, BNP Paribas, Ecureuil Gestion, Fifth Third Bank, Fortis, ING, Mastercard, Morgan Stanley, National Australia Bank, Principal Financial, Societe Generale, Union Bank of California, Zions Bank, Zurich Insurance use Business Objects as a critical component.

With our solutions, financial services companies can:

→ **Gain risk and compliance** insight

→ **Meet regulatory demands:**

- Identify, analyze, and report on operational and credit risk indicators
- Produce anti-money laundering reports and match against government interdiction lists
- MiFID customer reporting and compliance dashboards

Financial Reporting and Planning Insight: With Business Objects planning solutions, financial institutions can:

→ **Access historical financial information** and model the balance sheet to plan for the future

→ **Control incentive** compensation management

→ **Create detailed budgets** & complete true cash flow planning for the institution

Customer Insight: Unlock your customer information to grow sales:

→ **Identify cross-sell, up-sell opportunities**

→ **Profile and segment** profitable customers

→ **Report branch sales** by area, region, or branch

→ **Obtain seller compliance** with company policies

→ **Provide large-scale self-service reporting** solutions for external agents and customers

Operational Insight: Improve efficiencies by creating:

→ **Core banking transaction** reports and analysis

→ **Teller end-of-day balance reports**

→ **Portfolio statements** to private clients

→ **Trading settlement reconciliation** and exception reports

→ **HR compensation reports**

→ **IT cost-center allocation reports**

American Savings Bank

CHALLENGE

→ Inflexible budgeting process compromised analysis and integrity of data

SOLUTION

→ The Business Objects solution enabled business managers to handle their own budgeting processes

BENEFITS

→ Improved budgeting accuracy and increased accountability

"We needed something that was quick, familiar, and easy to use, so our budget managers could easily take on the responsibility of managing their own businesses."

Ruth Igawa, VP/Manager, Enterprise Risk, American Savings Bank

Difficult Budgeting System Was Time-Consuming for Employees

Established in 1925, American Savings Bank is a full-service community bank headquartered in Honolulu, Hawaii. It serves the Hawaiian Islands with 68 branches, nearly 1,500 employees, and total assets of $6.8 billion.

Ruth Igawa, vice president and manager of enterprise risk for American Savings Bank, remembers having to create the bank's annual budget on Excel spreadsheets with data imported from another system—a process she describes as excruciating. *"Our parent company required us to forecast out five years. Every time a change was made to a number, we had to recalculate each year and then re-balance the entire five-year forecast,"* remembers Igawa. It took two and a half days to turn around a forecast iteration, no matter how insignificant the impact.

The process became so arduous that Igawa and her team found themselves overlooking small errors or missing data in order to avoid a new iteration.

"It just wasn't worth the effort—but we always knew, in the back of our minds, we were compromising the integrity of the data," she says.

Business Objects Provided Ease of Use for Business Managers

Igawa was desperate to find something that would enable her team to delegate the budgeting process out to each of the bank's 100 business managers. The goal was to enable business managers to control their own budgets and to not only improve accuracy of the budgeting process, but to also increase their accountability.

In the end, she contacted four vendors to request demos. *"Our top requirement was ease of use,"* says Igawa.

" In fact, our assistant controller for financial reporting always says, 'I love it. Why didn't we use it earlier?' This is the type of reaction we get whenever we introduce the Business Objects solution into a new area and users begin to see the fabulous results. It's been a good relationship, and as Business Objects grows and enhances its products, it just keeps getting better. "

"We needed something that was quick, familiar, and easy to use, so our business managers could easily assume the responsibility of managing their own businesses."

With BusinessObjects Budgeting for Financial Institutions (FI), American Savings Bank found a user-friendly spreadsheet interface with the power of industry-leading databases.

"Because the BusinessObjects interface looks and feels like Excel, business managers jumped right in, thinking it was just a spreadsheet—but everyone in development knew better and relished the expanded capabilities," Igawa says.

American Savings Bank Significantly Reduces Budget Cycle

Delivering integrated budgets, forecasts, and strategic plans in a single application, BusinessObjects Budgeting FI saves American Savings Bank time and money.

"The Business Objects solution actually shortened our budget process by a month and a half and our reporting time by three days," says Igawa.

"This gives us the opportunity to leverage the Business Objects model to do more in-depth analysis. We can easily complete multiple what-if scenarios in a single day. With the old system, it was difficult—if not impossible—to complete even one scenario in the same timeframe."

American Savings Bank is getting rave reviews from the users of its performance management solutions from Business Objects. *"Every time we get more users on board, they cannot believe they used to live without it,"* says Igawa.

About American Savings Bank

→ **Activity:**
Financial services

→ **Sales figures:**
$6.8 billion of assets managed

→ **Staff:**
1,500

→ **Date founded:**
1925

American Savings Bank, Hawaii's third-largest financial institution, celebrated its 80th anniversary in 2005. With $6.8 billion in assets, it has the second largest branch network in the state, with 64 branches and nearly 170 automated teller machines. American Savings Bank provides a full range of financial products and services, including commercial banking and consumer deposits and loans.

ASI
Décisionnel

"Our individual and group insurance policies are distributed by our network of close to 12,000 authorized agents and brokers. That's why monitoring sales is mission-critical to us. The Business Objects solutions provide our executive and sales teams with an on-demand monitoring capability using the intranet or the extranet."

PHILIPPE MARIANI, FINANCIAL CONTROLLER, APRIL ASSURANCES

CASE STUDY

April Assurances

Very High Expectations

When April Assurances management control decided to work with ASI, a Business Objects partner, to unify its data processing and further leverage its data, it had a number of expectations. It wanted to work in a highly functional environment that was easy to use and scalable. This environment had to allow harmonization of the various procedures and tools and standardization of business rules. It also had to streamline document creation, reduce handling errors, and reduce the department workload. In addition, it had to be deployed in departments other than management control, and eventually integrate with the CRM tool.

A Business Intelligence Project in Three Phases

To manage and access all this data, April Assurances decided in 2002 to build a data warehouse in SQL Server 2000 with ASI to centralize all financial, sales, and marketing information. The first phase concerned management control, which accesses the data via Business Objects in client-server mode and converts some 15 spreadsheet reports into the Business Objects format, with key indicators such as sales or business portfolio per client, i.e., per broker and agent.

In 2004, with Web Intelligence, data access was extended to department directors, managers and sales personnel, i.e., some 50 people. In between time, the number of reports rose quickly due to new segmentation requirements.

In 2005, April Assurances finalized the third phase of its business intelligence project: integrating Business Objects technologies in its CRM portal, accessible via its intranet and extranet. The "production sheet," a summary reference document, was made available online.

"Our 80 sales representatives crave information on broker and agent activities," explains Philippe Mariani. This information is contained in the production sheet. The sheet also features a production and portfolio summary, current marketing operations, new offers, etc.

"This document is complex. All the data must be aggregated there once a month. Though built based on 25 Business Objects queries and representing five pages of data, the production sheet is generated in less than 20 seconds!" Users can refresh their data and print their sheets as needed.

Business Objects technologies and ASI expertise allowed April Assurances to build a highly reactive decision-support environment delivering fully reliable data.

Today, April wants to continue to upgrade its BI infrastructure. With ASI, it is preparing its migration to version XI Release 2.

About ASI

- → **Activity:** Consulting, design, building, integration and implementation of business intelligence and e-business solutions.
- → **Sales figure:** €18.5 million
- → **Staff:** 200
- → **Date founded:** 1993

Operating in the business intelligence market for several years, ASI has solid references and recognized know-how that has translated into a Gold level partnership with Business Objects. To offer its customers and prospects increasing added value, in 2006 ASI decided to gather all its BI skills in a single entity dedicated to information management solutions: ASI Décisionnel. ASI Décisionnel is ready to serve your Business Intelligence system projects (reporting solutions, performance management, budgeting, etc.) through consulting, auditing, migration, integration, technical support, and training assignments.

CHALLENGE

→ Provide an immediate, functional presentation of risk-taking and the creation of value involved in any portfolio credit account

→ Allow company employees at all levels to access this information

SOLUTION

→ BusinessObjects XI

BENEFITS

→ A clear vision of a customer's portfolio position, from global data down to the slightest detail (individual accounts/customer)

→ Possibility to select customers based on risk-taking and value created for the bank, in order to implement targeted actions for dynamic portfolio management

"More than a regulations agreement, Basel II heralds a major change in the banking industry. That's why we needed an instrument that could automatically manage information presentation and distribution. And that's why we chose Business Objects. The new version XI allows us to develop front-line services according to our needs."

Daniele Moscato, Rating Intelligence Department Manager in the Ratings & Capital Management Division, Capitalia

Basel II: New Information Requirements

At the end of June 2004, a new Basel agreement concerning estate criteria was published under the name Basel II. The new rules are designed to make the international banking system more stable through enhanced credit risk control, whether the risks are tied to the market or a transaction.

Basel II rules require the use of "objective" evaluation methods that will ensure greater transparency of bank behavior and of their relations with corporations.

With the adoption of the new criteria defined by Basel II, banks must now rank their customers according to a rating system that identifies their level of solvency. The cost of credit granted will therefore depend on a customer's rating. To satisfy these new rules, Capitalia has embarked on a series of measures that are currently implemented.

Basel II allows banks to objectively measure the risk tied to each credit account. Through this technical aspect and the rules of the agreement, financial institutions can develop a new approach to customers.

Risk "accounting" becomes a third factor, alongside margins and costs, for fully evaluating the creation of value for each credit account.

Measure Value Creation and Risk-Taking

In this initial phase of the Basel II agreement, the Ratings & Capital Management division acted as the Group's own rating agency. It was responsible for developing internal rating models, assigning ratings, and determining the adjusted spread risk. Furthermore, it publishes reports on dynamic portfolio management, which mainly concerns the risk/portfolio return ratio, for which front-line services and data and analysis presentation are crucial.

"Our objective is an immediate and highly functional presentation of value creation and risk-taking for our portfolio, and to ensure that the entire company has access to this information, from executive staff to account managers," says Moscato.

> **This system allows us to make a series of swift decisions based on objective data. In addition, it's a very useful operational marketing tool. One of its most exciting features is its capacity to select customers inside the matrix, per return level and therefore per value created.**

"We started with 'homemade' systems, but we soon realized we needed instruments that could manage information presentation and distribution automatically. That's why we chose BusinessObjects: the new version XI allows us to develop a full range of front-line services according to our needs," says Moscato.

So the reports were structured. Based on the matrix indicating the ratio between value creation and risk-taking, the graphic representation allows the bank to view customer portfolio positions. By simply clicking on the global data, users can access each level of detail, all the way down to the individual accounts of specific customers.

Improved Portfolio Analysis

By being able to select customers according to the value generated for the bank, changes can be made to the account, for instance by contacting the "best" customers to offer them new opportunities.

The approaches underlying the offering are therefore fundamentally altered.

Until quite recently, industrial firms were far ahead of banks because they took advantage of their broader access to detailed information on customers and products.

Today, banks have moved closer to this Basel II approach because they have the information needed and can quickly implement new customer relations strategies. The internal rating system gives banks an objective evaluation of risk, so they can set their rates according to the risk, like insurance companies do.

A new version of the report generation system is already being created, again in collaboration with Business Objects. With dynamic analysis of portfolio risk-taking, the rating intelligence system helps Capitalia evaluate model performance and then decide on follow-up actions.

A Series of Services Directly Designed for Corporate Customers

Now part of a company's everyday business management, the Basel II approach—which rests on the concepts of knowledge and discipline—increases a company's chance of success. In this respect, rating advisory services are currently being tested in the Capitalia Group. They make their know-how available to companies to help them gain full awareness of the value they are creating for themselves.

About Capitalia

→ **Activity:**
Banking group

→ **Staff:**
28,000

→ **Date founded:**
2002

With more than 28,000 employees and 1,950 branch offices in Italy and abroad, Capitalia is currently the fourth ranking Italian banking group. Outside the holding company, it includes three commercial banks (Banca di Roma, Banco di Sicilia, and Bipop-Carire), with branch offices across all of Italy, the investment bank MCC, and Banca Fineco, the leading Italian online bank and the number one European online trader.

Dexia-BIL

CHALLENGE

→ Control costs

→ Improve productivity at corporate level

SOLUTION

Business intelligence standardization based on:

→ An enterprise data warehouse and dedicated data marts

→ BusinessObjects Data Integrator for data integration

→ Crystal Reports for operational reporting

→ BusinessObjects and Web Intelligence for ad hoc analysis

BENEFITS

→ Widespread use of BI by 1,600 users in the Group

→ Appropriate tools for all requirements

→ Time and money saved across entire BI chain

"Given the current economic situation, we decided to implement increasingly fine cost monitoring and to improve productivity across the Group. This two-pronged approach paved the way to our current IT standardization project. We focused on defining the appropriate architecture and technologies according to each requirement. With Business Objects solutions, we have the tools to cover a good part of our information management chain. It's exactly what we needed to successfully standardize our business intelligence and extend it to more users."

Régis Tiberghien, IT Manager BI, Dexia-BIL

Heterogeneous Mix of Tools and Practices Proved Costly

Designed according to the vertical organization of the businesses, the Dexia-BIL Group IT had long been based on some 20 different operational environments with standard enterprise resource planning systems (e.g. SAP for Human Resources), but also dedicated banking applications (Décalog for funds management and Kondor+ Reuters for trading rooms, fixed term deposits, and savings bonds) and in-house solutions. All these operational systems fed several dedicated data marts.

Reporting and data analysis practices were just as diverse: BusinessObjects, Access, SAS, and Hyperion Essbase were all used side by side. For ETL, Dexia-BIL simply used PL/SQL and ETL procedures—all different and difficult to maintain. In fact, Dexia-BIL's IT organization was based on the structure of its businesses: commercial banking, private banking, asset management, investment fund administration, financial banking, etc.

This organization met the requirements of each business, but it wasn't optimized, and there were too many processes. Given the current economic situation, the Dexia-BIL Group decided to implement a refined cost monitoring and to improve productivity across the board. In IT, the heterogeneous range of architectures, technologies, and processes was especially costly and could be optimized in particular by standardizing decision-making processes.

Meeting Varied User Need

The architecture was standardized by setting up an enterprise data warehouse mainly designed for the cross-corporate departments. The data warehouse was connected to dedicated data marts to meet the priorities of each business. Using BusinessObjects tools has become standard practice. IT qualified the tools and methods according to the specified user requirements.

"We started by going to each business unit and together we established a precise inventory of their IT activities," says Tiberghien.

> **There were definitely good practices, but none of them were standardized. All users proceeded with their business-specific data mart in mind. That's why each entity has different approaches, tools, and procedures. Gradually, we established exchanges between IT and the business departments. These exchanges fostered richer, shared experiences.**

"We asked them to describe in detail the information systems from which they retrieve the information they need: what extractions, using what methods, for what recipients, according to what data repository, etc. This first step helped them realize, for example, that the same outgoing stream occurred four times, or that they applied different processes for similar extractions."

For the technologies, in 2000 Dexia-BIL defined the BusinessObjects solutions as its standard: Data Integrator for data integration, Crystal Reports for mass operational reporting, and BusinessObjects and Web Intelligence for ad hoc analysis.

Today, some 60 IT operations personnel use Data Integrator to streamline and monitor the data flows between the data warehouse and the data marts. In commercial banking, 500 managers simply need predefined reports, so they are equipped with Web Intelligence. However, in private banking, experts use BusinessObjects to perform sophisticated analyses. They use Crystal Reports to distribute their asset extracts to 30,000 customers. This tool will be extended to all business units.

Standardizing Cuts Cost and Time, Highlights Problems

For the Dexia-BIL Group, standardization offers obvious time-and cost-savings.

It allows the company to determine how long a given operation takes, how much it costs, etc. Where quality is concerned, standardization highlights the real source of problems. For example, sometimes difficulties are not due to the design of the management information system, but rather to the technical design of the database. Data Integrator greatly enhances data quality. Lastly, business intelligence has been extended to 1,600 users. All users—from analysts to end-users to IT professionals—have the BI tool that meets their specific needs.

Today, Dexia-BIL considers that its tools are 75% standardized. However, its approaches are only 20% standardized. *"Approach standardization runs into organization and management problems. In addition, there are no process descriptions,"* says Tiberghien. To drive gradual BI standardization more effectively, the IT team also plans to implement a "BI cockpit." This control station will provide information on who is connecting to what universe, what reports, for what purpose, etc.

This insight into the actual use of business intelligence will improve business team understanding and guide them as they build and optimize their own BI.

About Dexia-BIL

→ **Activity:**
Banking
→ **Staff:**
1,600
→ **Date founded:**
Banque Internationale
Luxembourg (BIL): 1856

The policy of opening up to Europe, begun in 1991 when the Crédit Communal de Belgique and BIL (Banque Internationale Luxembourg, created in 1856) were merged, continued on a broader scale with the creation of the Pan-European banking group Dexia in October 1996. It is driven by a unique vision that takes national specifics into account. It has a strong identity, bolstered in May 2000, when BIL, currently one of the three main banks in the Group, became Dexia Banque Internationale à Luxembourg (Dexia-BIL).

Groupama

CHALLENGE

→ Cope with changing financial communication standards: improve consolidation processes and compliance with International Financial Reporting Standards

SOLUTION

→ Creation of dedicated data marts

→ BusinessObjects Data Integrator to automatically collect and check data and transform it before transfer to the data marts

→ BusinessObjects and Web Intelligence for creating, distributing, displaying and updating reports

BENEFITS

→ Timely supply of consolidated balance sheets that are consistent with international standards and the requirements of financial institutions

→ Development times and costs cut considerably

→ More steady and reactive financial communication

"Changing standards in financial communication and the new IFRS requirements entail major changes in the processes used to produce financial information. However, the wide range of concerned entities and the complexity of the required processing results in projects that are not easy to manage. With Business Objects technologies and Data Integrator in particular, we have conducted three major projects in roughly 400 development man-days. We are now ready to develop steadier, more proactive financial communication with features that make it easy to compare results between periods."

Sylvain Duchêne, Project Owner Manager of the Finance Division, Accounting Department, Groupama Group

Obsolete Environment Slow and Costly

The Groupama Group is a general insurance company that sells its products under two trademarks: Groupama and Gan. The regional branches are reinsured by Groupama SA, which controls other subsidiaries in the Group: Gan Assurance, Gan Eurocourtage, Gan Prévoyance, Gan Patrimoine, Groupama Vie, Groupama Banque, etc. Many capital and/or reinsurance relations exist between all these entities. The Group must report on these relations in a transparent and proactive manner when it conducts its financial consolidations. The first consolidation needs date back to 1990. At that time, they were handled by in-house tools.

In 2003, a change in accounting standards and the disappearance of the supplier of the software development tool used until then forced the group to redevelop its system on

the spot. However, the in-house tools were too slow and costly. So Groupama decided to work with BusinessObjects, Web Intelligence, and Data Integrator to overcome the problems encountered in exchanging data with the regional branches. This initial project was followed by two others: automation of consolidation forms, and upgrading to IFRS standards.

Form Consolidation Now Automated

To consolidate the investment statement, each quarter, Data Integrator retrieves the information from the regional branches and subsidiaries in flat files or SAP tables. It checks and validates them. Users can then directly publish their investment statement via Web Intelligence. They can also create, edit, or delete data directly in the relevant data mart.

> **Before, the consolidated investment statement could only be published once or twice a year. Today, with Business Objects technologies, we can do it on demand.**

Data Integrator was also used for the consolidation forms automation project. Each subsidiary regularly sends in its balance sheets and income statements, but these documents cannot be consolidated until all the forms received from approximately 100 companies in the Group are checked. Data Integrator then directly retrieves the balance sheets extracted from the decentralized accounting systems and performs about 20 transformations. It feeds the data into a buffer data mart that allows users to validate their information before integrating it in Cartesis.

The third project concerns upgrading to IFRS. Before IFRS, balance sheet assets were presented by book value. The new standard requires that assets be readjusted to their "fair value."
This substantially increases the quantity and quality of the reports required. Data Integrator was again used to retrieve the information from all the entities managed by Groupama and to transfer it to an IFRS data mart. This represents more than 20,000 records per month. For each record, Data Integrator makes close to 200 transformations.

Less Man-Days and Lower Costs

The first project with Data Integrator and Web Intelligence for the consolidated investment statement required 90 man-days. Estimates for in-house redevelopments totaled 700 man-days.

In the second project for automating the consolidation forms with Data Integrator, the transformations are now performed automatically, and users can quickly validate their balance. Formerly, the consolidation teams did this work. 130 man-days of development were needed for this project, which involved some 100 companies.

Lastly, for the IFRS standards, the Groupama Group avoided an unmanageable situation by using Data Integrator to automatically differentiate the IFRS categories.

In all three projects, Data Integrator overcame the lack of flexibility and features of the existing solutions and packages.

About Groupama

→ **Activity:**
Insurance and banking

→ **Sales figures:**
€12.8 billion

→ **Staff:**
33,000

The Groupama Group is a general insurance company that sells its products under two trademarks (Groupama and Gan). Its activities cover property insurance (damages, car, home, and farming), personal insurance (health, savings, retirement) and banking. In France, Groupama is the #1 company for damages and farming insurance, #2 for car insurance, and #3 for home insurance.

LogicaCMG

LogicaCMG is a major international force in IT services. It employs 30,000 people across 36 countries. LogicaCMG's focus is on enabling its customers to build and maintain leadership positions using LogicaCMG's deep industry knowledge and its track record for successful delivery. The company provides business consulting, systems integration and IT and business process outsourcing across diverse markets including telecoms, financial services, energy and utilities, industry, distribution and transport and the public sector. Headquartered in Europe, LogicaCMG is listed on both the London Stock Exchange and Euronext (Amsterdam) (LSE:LOG; Euronext:LOG).

At Business Information Management we focus our activities on information, the crucial key to business success. LogicaCMG offers a comprehensive set of solutions to deliver measurable value and help businesses reach their long-term goals. We enable our customers to flexibly utilise accurate real-time data—structured and unstructured—and thus take successful decisions for present and future needs.

More information is available at **www.logicacmg.com/de**

We help our customers to build and maintain leadership positions

"Through our collaboration with LogicaCMG, we greatly simplified our reporting system. The customized BI solution implemented with Business Objects tools gives us easy access to the information we need to manage our business, at the required drill-down level."

THOMAS ZETEK, DIRECTOR FINANCIAL CONTROLLING, IKB LEASING

SUCCESS STORY

Flexible Reporting for IKB Leasing

The LogicaCMG solution offers more transparency, facilitating business management

Challenge

With the new IAS/IFRS and Basel II regulations, IKB Leasing had to meet several key challenges. In the course of renewing the processing system for its core business operations, and in order to deal with its full range of reports—which had gradually become more and more decentralized and heterogeneous—a more modern and flexible reporting system was required based on logged, consolidated data.

The first requirement laid down by the executives and controllers was to be able to quickly generate reports and launch simplified ad hoc queries. Furthermore, in preparation of the future integration of the foreign subsidiaries, they attributed equal importance to the level of scalability of the proposed solution.

Solution

The goal of the project was to create a consolidated database based on the SAP systems already used by IKB Leasing in order to deliver a flexible and comprehensive reporting system. On the organizational level, an interdisciplinary body called the "data committee" was set up to channel the demand flows of users constantly requiring new reports. Composed of employees from the various departments and IT operations staff, this multidisciplinary body is responsible for identifying reporting needs, classifying reports, and ensuring coordination with the business experts.

Business transactions are logged and consolidated in a data warehouse to facilitate analysis, thus ensuring permanent high quality of the data. With regard to the software, a comprehensive Business Objects solution was chosen, particularly for the integration offered between Data Integrator and SAP.

According to the LogicaCMG methodology, the entire project was broken down into phases. That way they were able to respond quickly to the business requirements of the divisional managers, in the form of intermediate results, and to give them an idea of the future performance of the system.

The overall project was submitted to a very demanding management control department. Stringent quality assurance measures were then added at every level and at each stage. This approach produced results of exceptional quality, and led to an excellent acceptance of the deployed solution.

Benefits

Until that point, to collect mission critical performance indicators, IKB Leasing had to use many different and inconsistent charts, and launch multiple queries. A department could neither reproduce the results nor establish their history.

With the new BI solution, management of the controlling department, executives, and the various branches of IKB Leasing can now access centralized, reliable, and audited information. The company plans to integrate data on its foreign subsidiaries.

Outlook

IKB Leasing has the option of upgrading its data warehouse to meet its new requirements. The next steps have already been initiated: extending the existing reporting system and integrating foreign subsidiaries. To enrich the historical and statistical view of the data, IKB Leasing also plans to acquire a performance management solution with business planning and forecast scenarios that will eventually allow it to monitor market trends and react proactively.

About IKB Leasing

With €500 million of new business revenue—mainly machinery—IKB Leasing GmbH is one of the largest and most reputed German leasing companies. It has 11 branches in Germany and four international subsidiaries.

ING-DiBa

CHALLENGE

→ As a multiservice financial institution, ING-DiBa manages a heterogeneous data structure and complex analytic problems

SOLUTION

→ A Web portal for a quick and global view of bank results

BENEFITS

→ **For executives:** a powerful management tool

→ **For users:** detailed monitoring of daily sales activities

"The contemporary, user-friendly interface, the ability to define different types of access rights, and the integration of a reporting solution were the factors that contributed most to increased productivity."

Dr. Martin Schmidberger, Director of Customer Analysis Department, ING-DiBa

To meet the challenge of changing structures in the online banking sector, diversification and customization of financial products, and the growing need to increase revenue while reducing costs, banks have no choice but to optimize their existing structures and processes. From this standpoint, implementing a customer-oriented, secure and scalable IT infrastructure can substantially enhance competitiveness and efficiency. With its 4.5 million customer accounts, ING-DiBa is the leading online bank in Europe. With Business Objects solutions, it has radically enhanced the efficiency of its information management system and optimized its operational processes by using a performance management system.

Complex Analytical Problems

The product of a merger between DiBa and Entrium, ING-DiBa became the top online bank in Europe, with more than 1,800 employees and sales of roughly €40.5 billion. As a multiservice financial institution, ING-DiBa manages a heterogeneous data structure and complex analytic problems.

The existing reporting and analysis system could no longer meet the company's requirements. Numerous calculations—such as account statistics and sales volumes—were computed manually and sent by email to users.

This approach had a number of disadvantages: wasted time and resources, late preparation of key information, and the security risks inherent in sending confidential email inside and outside the organization. Since the existing reporting and analysis system could no longer handle the company's growing needs, a new solution was in order.

This solution had to allow automation of a number of manual processes, ongoing data updating, and the assignment of different user right levels. It also needed a full set of reporting and analysis features. The project began in July 2004 and was completed in October of that same year.

A Portal With a Quick and Global View of Bank Results

ING-DiBa's IT architecture is based on an SAS data warehouse that performs batch processing overnight, so that data is constantly kept up-to-date. The first stage of the project consisted in creating a repository and connecting it to the existing one. Data migration to the new repository and its connection to the data warehouse were performed in the second stage. The Web Intelligence application was then implemented.

> " We are very happy with the way the project was run, and our experience up to now is 100% positive. "

During this stage, the reports were designed and the user interface was tailored to ING-DiBa's requirements. The project ended with the report programming and integration stages.

The configuration and implementation of a sophisticated authorisation concept played a key role in the project. The objective was to allow for two different web interfaces: one for management, and one for "standard" users. The former was designed to offer summary views of the key performance indicators, called "Quick Facts", and to manage the business processes. The latter consisted of a portal allowing all users to access the mass reporting functions.

The objective was achieved with Web Intelligence 6.1., BusinessObjects Reporter, and BusinessObjects Designer. The combined use of a lightweight directory access protocol (LDAP) connection and a Windows authentication system allowed rights to be assigned for the two different levels.

Performance Through a Global View of the Business Processes

Automation of routine reporting provides users with complete, up-to-date, relevant data while substantially shortening processing times. In addition, data accuracy and validity are considerably enhanced because manual processing errors have been eliminated.

Due to the greater transparency of all the procedures and the integration capability newly introduced in the reporting architecture, users gain an overall view of the insight into the business processes and their interdependencies. Bank executives have a new and extremely powerful management tool.

For the first time, users can perform critical analyses (e.g., statistical forecasts or comparisons between budgets and actual expenditures) in just one click. And they can evaluate performances per customer or product group, per market, and even per employee. In addition, the powerful drill-down facilities allow global monitoring of sales and detailed tracking of daily sales activities.

Outlook

This positive experience will definitely cause ING-DiBa to step up its collaboration with Business Objects. The bank is currently considering connecting its call center to the system. In addition, integrating the Austrian branch in this system using Business Objects products is also on the agenda.

About ING-DiBa

→ **Activity:**
Online banking
→ **Sales figures:**
€40.5 billion
→ **Staff:**
1,800

ING (International Netherland Group) is one of the world's leading financial institutions. The ING Group was founded in 1990 through the merger of NMB Postbank and the largest Dutch insurance company, Nationale-Niederlanden. Located in more than 50 countries, this international bankinsurance group employs more than 115,000 people and has more than 60 million customers worldwide. Since 1998, DiBa has been part of the ING Group which, through successive increases, has owned 100% of the capital of DiBa since 2003.

Linea

CHALLENGE

→ Implement an efficient reporting system for all the company's functional departments

→ Offer users complete querying independence

SOLUTION

→ BusinessObjects as query tool and reporting standard

→ BusinessObjects Web Intelligence for report distribution via the internet

→ Migration to BusinessObjects XI Release 2 for more features and increased productivity and performance

BENEFITS

→ BusinessObjects: easy and flexible use

→ BusinessObjects XI: multiple queries and report production over the web, user-friendly interface, and lower migration costs

"BusinessObjects XI Release 2 offers the exact features we needed, and that's a real advantage for us. We have 24 subsidiaries across Italy. Until now, they only had access to data through the reports they received. Today, with the internet, we can extend the features available at Group headquarters to our subsidiaries without requiring additional tools"

Massimiliano Maggi, Information Systems Manager, Linea

The Need for Efficient Reporting

Three years ago, Linea did not have a real reporting system. The reports it used were forms generated directly by its management system on AS/400. Distributing and viewing these documents was complicated, and presenting the data was impractical.

To improve information management and distribution, Linea needed a data warehouse along with a simple, powerful tool for creating and viewing reports.

"Today, Business Objects is our query tool and our standard for everything concerning reporting and analysis of production and performance data for the Group's companies. After the initial phase, we extended the scope of our data warehouse to the divisions that use nonresident applications on AS/400. For example, it now covers our call center," explains Maggi.

The Linea call center employs close to 100 people and handles customer service and invoice collection. It uses BusinessObjects to present and analyze performance data—such as incoming and outgoing call trends, average wait time, etc.

The extension of BusinessObjects to other sectors—such as human resources using a specific universe—is currently being investigated.

User Independence

Two types of users at Linea work with Business Objects tools. Basic users simply view reports, whereas more advanced users create their own reports. Linea has some 100 basic users and 30 power users. The number of superusers is rising steadily (the three companies in the Group total close to 700 employees).

Once the data warehouse and universes are structured, IT simply needs to perform system administration, clearance, and profile management, and it produces a few reports that cover the entire Group. The rest is handled by the power users, which allows IT to focus on other tasks.

" Our decision to switch to BusinessObjects XI was driven by the real advantages this migration offers end-users. Several points pushed us in this direction: a new, more pleasant and user-friendly interface; multiple querying; and the ability to access features close to those available in client mode using a standard browser, i.e., without requiring additional resources. "

"The main advantages of BusinessObjects are definitely its easy and flexible use. It only took 10 days for a small team of Business Objects consultants to structure our data warehouse, and the rest was done in-house," says Maggi.

Users have a real user-friendly tool that they are comfortable with after barely one day of training. Our work simply consists in a few periodic checks, or in helping to create very complex reports. User satisfaction is such that they are asking us to extend the scope and its analysis capacities," continues Maggi.

Migration to BusinessObjects XI Release 2 Extends Features

Until now, Linea used BusinessObjects Version 5 in client-server mode to produce reports that were then distributed via its Business Objects portal. Having attained proficiency in its business intelligence system, the company wondered whether an upgrade would offer it features that are more closely tailored to its specific needs. After an in-depth analysis and an evaluation of the functionality and performance, Linea decided to migrate to BusinessObjects XI Release 2.

This version offers an even easier to use interface. In addition, its new features are especially well-suited to Linea's business. Multiple queries can be made, and other functions found in the client version can be accessed via the internet using a standard browser.

Another particularly advantageous point was the switch from a personal registration policy to a license management policy based on the number of workstations. Currently, Linea has 30 client users and 100 accesses to the portal, with a personal license management system. With the former approach, an increase in the number of Business Objects users at headquarters and in the subsidiaries would have forced the company to acquire many licenses, which would have entailed excessive migration costs.

"The fact that we switched to a workstation licensing policy allows us to absorb virtually the entire cost of this migration," concludes Maggi.

About Linea

→ **Activity:**
Finance

→ **Staff:**
Approximately 700

→ **Date founded:**
1988

Linea is a financial company that specializes in consumer credit. It was founded in 1988 at the initiative of a group of Banche Populari (popular banks). It has a large network that covers the entire country: 24 direct subsidiaries, 3,000 branches (belonging to 60 banks under national agreement), and 12,000 sales outlets. Linea has 100% control over two companies: Equilon, which operates in the personal loan business, and Futuro, which specializes in government-controlled personal loans with direct salary deductions.
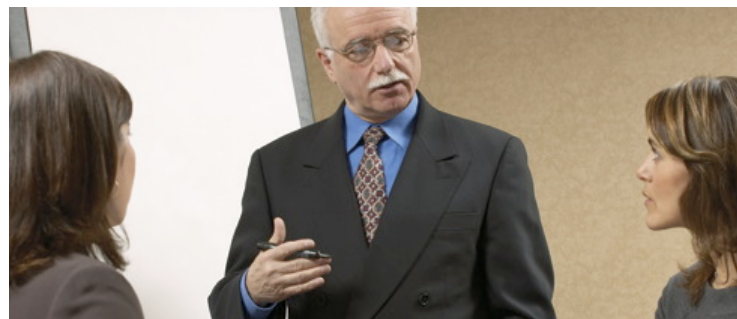
Postbank Vermögensberatung AG

CHALLENGE

→ The sales tracking system installed in November 2003 no longer satisfied the company's growing needs

SOLUTION

→ BusinessObjects Web Intelligence

BENEFITS

→ Close monitoring of sales activity using sales dashboards, budget vs. actual sales analyses and calculation of commissions due and pending

"The Business Objects products are running very smoothly. We are entirely satisfied with the solution, and we rarely use customer support."

Stefan Zahn, Applications Development Manager, Postbank Vermögensberatung AG

An Obsolete Sales Monitoring System

The asset management consulting firm Postbank Vermögensberatung is the sales division of Postbank, consisting of some 400 traveling consultants who work entirely on their own. They advise their customers—selected private individuals—on all major issues concerning retirement insurance, capital investments, and private financing. These consultants are supported by a 60-person back-office. A powerful tracking system is required for sales management and evaluation, and to calculate agent commissions.

Postbank Vermögensberatung AG has a heterogeneous IT infrastructure. In addition to its Windows and Linux systems, the company uses Oracle databases. The core of this infrastructure consists of a customer relations management and information system, a contract management solution, and a solution for assigning commissions per consultant, customer, and product. Before the project began, the company used a web-based Java application that fit into the framework of the central systems, the operation and security standards of Postbank's IT architecture.

A Scalable, User-Friendly and Customizable Solution

The aim of the project was to implement a scalable and user-friendly sales monitoring and management system. More importantly, this system had to be customizable to any environment. The main goal was to offer users real benefits while making them self-reliant.

> **" The Business Objects products are running very smoothly. We are entirely satisfied with the solution, and we rarely use customer support. "**

The project began in early July 2004 and was completed in three months. Strict compliance with the planned schedule was crucial. Since the former system remained in service up to the last moment, the migration had to be seamless. All the reports had to be ready and the detailed information and events transferred to the BusinessObjects Web Intelligence 6.5 solution. The semantic layer (the "universes") was created at the end. The sales management system that is based on the Business Objects solution is 60-70% independent of the system environment, which guarantees high flexibility and scalability.

Toward a Performance Management System

The new solution is now proven in the company. Numerous reports—sales dashboards, budget vs. actuals, calculations of commissions owed and pending—are available. In addition, the solution has enabled the configuration of a sophisticated authorisation concept adapted to the organization's structure and to each employee's position. The company is seriously considering the creation of an automated enterprise performance management (EPM) system in the future.

About Postbank Vermögensberatung AG

→ **Activity:**
Financial services

With a portfolio of 14.6 million customers, a workforce of roughly 23,000 employees and 5,000 traveling consultants, the Postbank Group is one of the largest German financial service companies. It is mainly a retail bank dedicated to private customers, but it also works with businesses. Its Transaction Banking branch offers back-office services to other financial institutions. Deutsche Postbank AG has been listed on the stock exchange since June 2004. Its main shareholder is Deutsche Post AG. The Postbank Group has experienced steady growth for many years.

Tradeware Global

CHALLENGE

→ Tracking hundreds of thousands of trade per day for its clients

→ Needed a reporting solution for Linux

SOLUTION

→ BusinessObjects and Crystal Reports on Linux allowed Tradeware to customize the software for its customers

BENEFITS

→ Improved customer service

→ Gave customers secure access to critical trade information over the web

"Linux and Java give us the freedom from platform lock-in and an open foundation to build next-generation services. Our current standard is Solaris, but we are moving more and more into Linux—so it made sense for us to look for a reporting solution that could run on Linux as well as Solaris."

Kerry Smithers, Founder and Chief Architect, Tradeware Global

Reporting System Proved Too Complex

One of Tradeware's key products is MarketCenter, a complete FIX-based electronic order management and automated order routing system. MarketCenter routes and keeps track of hundreds of thousands of trades every day. More than 200 brokerage firms and institutional investors around the world rely on Tradeware's products and connectivity services. However, Tradeware's clients wanted to be able to visualize the right data at the right time, easily and quickly.

The company's previous reporting system was a proprietary solution running on expensive hardware that was costly to maintain and upgrade. According to Smithers, *"We fulfilled a lot of these requirements in the past, but with a proprietary system in a development shop. The reports were all created by developers—and it could take several days to weeks to develop a report. Although it worked well, this system became very work-intensive.*

We wanted the ability to modify the reports more easily than before."

Tradeware needed a robust reporting solution that could work seamlessly in its cross-platform environment, which included Linux, and had an extensible software development kit (SDK) for Tradeware to develop solutions with for its clients.

Business Objects Streamlines Reporting in Linux Environment

To streamline its reporting process and fulfill the needs of its clients, Tradeware chose to deploy a business intelligence (BI) solution from Business Objects—which was the only solution to meet Tradeware's hefty requirements—including being customizable, providing an end-to-end environment that enabled a platform-agnostic deployment, and offering support for Java to allow for customized data connectivity. The solution from Business Objects included BusinessObjects Enterprise XI and Crystal Reports XI.

> **Our reports are now filled with additional features that we didn't have before, like graphs and charts. We can also create reports in about an hour rather than spending days or weeks on them. Our developers can focus their time on more important development projects instead of reporting.**

Tradeware evaluated other systems that were Java-based, in addition to open-source reporting tools, but ultimately decided that BusinessObjects offered the most robust platform available on Linux.

Tradeware created a custom front end using the Java SDK from Business Objects. In addition, the product and customer support groups from Business Objects worked closely with Tradeware's engineers to satisfy their technical requirements on Linux. Peter Hull, Vice President, Client Services, says, *"Because of our unique business and specific needs for our clients, we needed a very specific front-end for the reporting portal."*

Employees are Empowered to Run Their Own Reports, Instead of Relying on IT

With BusinessObjects XI on Linux, Tradeware was able to deploy a robust, cost-efficient reporting solution on an open architecture that the company can customize and integrate with its existing systems.

Tradeware can now also reap the benefits of running its mission-critical architecture on Linux—including the platform's availability, scalability, and cost benefits. Now, several departments across the company use BusinessObjects Enterprise and Crystal Reports for their reporting needs—including account management, sales, operations, and finance.

The reports are easier to read than ever before and are offered in several different formats, such as PDF, XML, or CSV. Employees can view client usage information, how many trades are executed per day, compliance information, billing information, and much more. In addition, Tradeware also used BusinessObjects Enterprise to create an extranet where its clients can view performance data that is most relevant to them—all within a browser-neutral environment.

Tradeware is now able to give its clients easy access to valuable information, save time, and cut report development costs.

About Tradeware Global

→ **Activity:**
Finance

→ **Date founded:**
1993

Founded in 1993, Tradeware Global Corp. is a leader in the development of financial information eXchange (FIX) protocol and a provider of a wide range of strategic business solutions for domestic and global equity trading—including FIX-based equity order management systems, FIX connectivity solutions, and full front-to-back office integration and compliance reporting services.

Union Bank of California

CHALLENGE

→ Implement sophisticated planning and analysis to keep pace with rapid growth

→ Combine input and reporting functionality into a single system

SOLUTION

→ BusinessObjects Budgeting FI, Plan Reporting FI, and Captial Planning FI provide UBOC with drill-down capabilities and what-if scenario analysis for detailed and more informed decision-making

BENEFITS

→ Reduced planning-cycle times

→ Increased user ability to make better, more informed decisions

→ Improved ability to track original projections against actuals and quickly calculate variables leading to timely detection of troubled projects

"We feel very lucky to have found Business Objects. The company has helped us translate our vision into reality."

Lois-Grace Golde, Sr. VP Strategic and Financial Planning and Analysis, Union Bank of California

Bank Needed to Replace 10-Year-Old Budgeting System

Since starting at Union Bank of California (UBOC) 13 years ago, Golde has seen the bank grow to over $42 billion in assets and 9,500 employees. As the bank grew to become the fourth-largest commercial bank in California, so did the level of sophisticated analysis required to optimize performance. It became painfully clear the previous budgeting system—an adapted asset liability management system from the early 90s—was incapable of the robust financial planning and analysis Golde's team required.

"Our budgeting system was 10 years old," explains Golde. *"We were quickly outgrowing its capabilities—and running out of rows for our chart of accounts and columns for planning horizons. We couldn't even distribute budget reports by email.*

We needed to have input and reporting functionality within a single system to ensure accuracy. And we wanted the on-demand ability to drill down into any number."

Excel Look and Feel Eliminates Learning Curve

After a year of sizing up budgeting and reporting solutions, UBOC selected BusinessObjects Budgeting for Financial Institutions (FI) and BusinessObjects Plan Reporting FI, largely based on the Business Objects enterprise performance management (EPM) vision—not to mention ease of use, flexibility, and lowest total cost-of-ownership.

According to Golde, *"The BusinessObjects end-user environment looks like Excel, which was familiar to all our end-users. This helped ensure adoption over our large community of approximately 500 users and budgeters."*

> " With BusinessObjects Plan Reporting FI, we have strong drill-down capabilities and can perform 'what-if' scenario analysis to make better, more informed business decisions. "
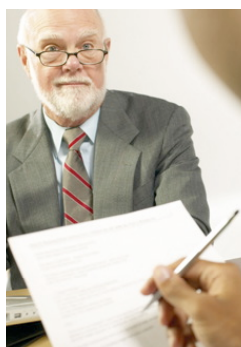
The solution also provided easy access to data and instantaneous reporting, elements critical to supporting UBOC's extended community of 1,000 internal users.

"These users needed something scalable—both up and down," says Golde. *"Half the users needed monthly information rather than quarterly. We wanted the ability to provide either option, and with the Business Objects solution, we could allow users to specify their preferred budgeting level early on in the forecasting cycle."*

UBOC Can Now React to Changes in the Marketplace More Easily

While UBOC's previous system limited the bank to quarterly forecasts and only four forward quarters of data, Business Objects allows UBOC to implement a six-quarter rolling forecast. With BusinessObjects Budgeting, UBOC can quickly react to material changes in either the business environment or banking marketplace.

"BusinessObjects was a very easy transition—our users love it. The seamless user experience has eliminated a lot of our manual tasks, allowing us to reduce our planning-cycle times," says Golde.

UBOC decided to create a fully integrated project accounting and reporting system using BusinessObjects Capital Planning FI application. Because Capital Planning FI provides dynamic, automated, and multidimensional reporting for projects with a 60-month time horizon, UBOC can now track original projections against actual and quickly calculate variances. This allows for the timely detection of troubled projects.

Thanks to the EPM solutions from Business Objects, UBOC has streamlined its budgeting process and improved the speed and accuracy of capital investment decision-making.

About Union Bank of California

→ **Activity:**
  Commercial bank
→ **Sales figures:**
  $42 billion of assets managed
→ **Staff:**
  9,500

Union Bank provides comprehensive in-house services for custody, securities lending, corporate trust, retirement plan, and investment management services with all client account operations based on the West Coast. Union Bank currently serves clients globally and administers more than $209 billion in trust and custody assets.

West Bromwich Building Society

CHALLENGE

→ Fast access to one consistent view of enterprise-wide company performance

SOLUTION

→ BusinessObjects Dashboard Manager to track, understand, and manage key performance indicators across the business

BENEFITS

→ Immediate access to information that previously took two weeks to deliver

→ Maximized mortgage sales

→ Ability to rapidly identify new business opportunities

→ Improved marketing campaigns

→ Mitigated financial risk

→ Regulatory compliance

"Our dashboard from Business Objects provides West Bromwich Building Society with daily access to one company wide view of key performance indicators, allowing us to proactively manage our business within a highly competitive industry. This up-to-date information enables us to identify and maximize business opportunities, mitigate the risk associated with lending exposure, and meet regulatory requirements."

David Eggleston, Systems Development Manager, West Bromwich Building Society

Increasing Financial Services Competition

West Bromwich Building Society is the ninth largest in the UK, with assets of over £5 billion, 800 employees, and 50 branches. The society increasingly faces competition, not only from traditional banks and demutualized societies launching a plethora of new products, but also from new entrants such as supermarkets and insurance companies. In addition, the society faces increasing regulation. *"West Bromwich requires fast access to a single view of performance information in order to react to competitive pressures, exploit product opportunities, and monitor internal and regulatory risk limits,"* explains Eggleston.

Key Performance Indicators

West Bromwich has developed a data warehouse to consolidate information from its disparate data sources across the business— including sales, customer relationship management, HR, and finance. BusinessObjects Dashboard Manager is used to monitor this information and provide over 45 senior managers with an up-to-date graphical display of key performance indicators (KPIs)—including profitability, operational efficiency, customer satisfaction, customer service, and asset growth. Users can also drill down for further information and to analyze trends.

" **BusinessObjects Dashboard Manager provides a consistent, enterprise wide view of our business performance through a single interface. It enables us to monitor and take fast action on changing metrics and alerts us to performance or risk issues.** "

Easy Access to Key Performance Indicators

With over 100 mortgage products launched annually, the KPI dashboard has transformed West Bromwich's ability to identify and maximize business opportunities. The society now has immediate access to performance reports that previously took up to two weeks to deliver, enabling a more proactive approach to managing sales performance, market opportunities, and business risk.

Daily KPI information on mortgage applications, sales, and redemptions enables West Bromwich to rapidly understand whether a product is successful or find out why it isn't performing well. As a result, the society can react by changing a marketing campaign or withdrawing a product and launching a new one.

In addition, sales opportunities are tracked against sales achieved, along with information on lost opportunities and the top five reasons for failure—such as interest rates and product price. This performance information is fed back to the product group to support new product development and portfolio management. Daily monitoring of mortgage sales is also playing a key role in mitigating financial risk by enabling the society to track the percentage of self-certified mortgage business and ensure it doesn't pass a defined upper limit designed to minimize risk exposure. The dashboard alerts the society with a warning if it's about to exceed the percentage of commercial lending allowed by the regulator.

About West Bromwich Building Society

→ **Activity:**
Financial services

→ **Sales figures:**
€7.2 billion of assets managed

→ **Staff:**
800

→ **Date founded:**
1850s

West Bromwich is the ninth largest building society and has assets of over £5 billion. The society is one of the oldest in the UK, thriving as a mutual organization without merger or takeover for over 150 years. The society has 50 branches, mainly in the West Midlands, as well as three mortgage bureaus in key cities nationally. The society provides a wide range of mortgage and savings products.

**Department for
Work and Pensions**

"Business Objects Professional Services provided us with a critical head start in delivering reporting requirements to tight timescales."

Prodasen
Secretaria Especial de Informática do **Senado** Federal

"We are creating a new paradigm to allow citizens to have maximum transparency regarding public spending—thus eliminating bureaucracy."

"Business Objects solutions provide Staffordshire Police Force with a detailed understanding of crime and enable us to maximize operational effectiveness."

UQÀM

"Finally, we can access data we desperately needed to see, thus improving service to students and professors."

#2 Government/Education

IMPROVING PERFORMANCE IN GOVERNMENT AND EDUCATION

Government agencies of all types—health and human services, transportation, justice, public safety, treasury, higher education, and defense—face increasing pressure to improve the quality of the programs and services they deliver, while spending less to support them. Policy makers and citizens alike want government agencies to be more cost-effective and efficient, while remaining focused on providing customer-centric services.

What is the key to demonstrating the value of your programs? Producing timely, accurate, and concise performance management information for all stakeholders—from government employees and elected officials to your constituents.

More than 2,000 public sector organizations worldwide—including federal, central, state, local, provincial, defense, and higher education—demonstrate the effectiveness of their agencies and programs with Business Objects solutions. To discover how BI can help transform your agency or department, read on.

Solution Portfolio:

→ **Financial and Performance Management Insight**

→ **Effective Government Information Management**

→ **Public Safety, Justice, and Homeland Security Insight**

→ **Defense Business Transformation**

→ **Human Capital Insight**

→ **Health and Human Services Insight**

Birmingham City Council

CHALLENGE

→ A major organizational change that has devolved responsibility for supplying services formerly assumed by the central departments to the districts

SOLUTION

→ INFORM (Information For Managers) provides District Managers with access to the operational information required for local management of services

BENEFITS

→ Improved quality of services offered to citizens

"Business intelligence from Business Objects is key to the success of our devolution and localization program and performance improvements at Birmingham City Council. District managers now have immediate access to the information they need to support their new responsibility for local services. And the Council now has a solution to monitor and manage service delivery performance, which is already leading to improvements in key services."

John Hunt, Head of Local Services and Housing IT, Birmingham City Council

Local Service Management Devolved to the Districts

Birmingham is Britain's second largest city, and Birmingham City Council is the largest local authority in the UK, with 55,000 staff and a budget of around £2 billion per year.

Since April 2003, Birmingham City Council has been implementing a program designed to deliver council services that respond more quickly to local needs, create opportunities for local people to get involved in running their local services, and provide a more streamlined and effective strategic authority for the city. To facilitate this, the council has devolved some of its powers to 11 district committees, and many local services have been reorganized into district offices. Today, annual budgets in excess of £130 million have been devolved to districts, covering a range of services—including leisure centers, swimming pools, neighborhood offices, libraries, community centers, refuse collection, parks management, and car parks.

To support the effective management of these localized services, the council needed an enterprise solution for analyzing and reporting information.

"The reorganization places the responsibility for local service management with district directors," says Hunt. *"Accurate, timely, and relevant information from operational systems is essential to support the effective management of these localized services."*

INFORM

Birmingham City Council implemented the Information for Managers (INFORM) project. This enterprise information reporting solution is based on a data warehouse that consolidates data from multiple operational systems and business intelligence solutions from Business Objects to analyze and report on this information. These solutions include BusinessObjects for information query and analysis and Crystal Reports to create, manage, and deliver reports via a web browser.

> " INFORM not only supports Birmingham City Council's new governance arrangements for devolution and localization—fundamentally, it is enabling accurate decision-making that is beginning to drive service improvement for the benefit of local citizens. It's also a catalyst for change, facilitating business transformation and the City Council's objective of investing in improvement. "

INFORM includes personalized dashboards for district directors and other senior managers to facilitate proactive monitoring of services in their local area against key performance indicators (KPIs).

The dashboards provide a visual "traffic light" display of KPIs for an at-a-glance view of performance so that a user can see whether a service is on track or underperforming and can quickly analyze and act on this information. For example, if the dashboard highlights that a local area has missed its target number for domestic refuse collections, the district director can drill down on the KPI to understand the cause and can take fast action to rectify it, such as deploying more resources.

"INFORM is enabling us to 'join up' information from disparate databases for a single view of performance. It's also scalable enough to address emerging needs from other areas of the City Council," says Hunt.

Improved Quality of Services Offered to Citizens

INFORM provides the essential information required to proactively monitor and manage performance centrally and to enable the effective management of localized services. District directors and other senior managers responsible for these localised services now have

a "one-stop-shop" to accurate, timely, and relevant information—enabling them to proactively monitor and manage the performance of local services.

They can currently monitor and manage performance across fleet and waste management, neighborhood offices, library services, finance, and HR.

For example, INFORM includes an HR absence monitoring report that provides a range of detailed performance information in relation to the various aspects of the City Council's absence policy. This enables managers to see the extent to which their teams are complying with the requirements of the policy, including the ability to drill down on dashboard KPIs for detailed information.

Cost savings are expected through resulting service improvements and the ability to perform accurate cost benefit analyses for service activities. In addition, significant efficiency savings are also expected, through the reduction of time—largely manual—spent by various teams within the organization to produce management information.

Moving forward, information on additional service areas will be made available through reports and management dashboards. In addition, there are plans for INFORM to integrate with the city councils email system to proactively alert mangers to KPIs that need immediate attention.

About Birmingham City Council

→ **Activity:**
Public sector
Local government

→ **Annual budget:**
£2 billion

→ **Staff:**
55,000

Birmingham is Britain's second largest city, and Birmingham City Council is the largest local authority in the UK, with a budget of around £2 billion per year. The council is responsible for the delivery of a range of local city services, including leisure centers, swimming pools, neighborhood offices, libraries, community centers, refuse collection, parks management, and car parks.

CEA

CHALLENGE

→ Enable monitoring and control of CEA Purchasing expenditures: €2 billion

SOLUTION

→ An enterprise data warehouse and 15 dedicated data marts

→ BusinessObjects and BusinessObjects Web Intelligence for ad hoc queries: thousands of users

→ BusinessObjects Dashboard Manager as management dashboard: 800 decision-makers

BENEFITS

→ Business: real control over public spending through a global and detailed view of all purchases and the 10,000 suppliers

→ IT: customized dashboards and no programming required

"The French Atomic Energy Commission must report to the Ministries that oversee its operations. In all the large central management departments, monitoring and management dashboards have become an institution. The 'zero code' approach of BusinessObjects Dashboard Manager, its extremely user-friendly interface, and its powerful monitoring and alert engines appealed to us immediately. We use these dashboards to manage our two billion euros of purchases and our 10,000 suppliers with a view to controlling public spending."

Damien Poulain, Central Management Control System Manager, IT Department, CEA

Dashboards: An Institution

The French Atomic Energy Commission (CEA) is a government agency dedicated to technological research. Its Public Industrial and Commercial Company (EPIC) status requires a specific type of administration, including very high standards in expenditure management. The CEA must report on its investment and expenditure programs to the Ministries that oversee its operations (Defense, Industry, Research).

The first dashboards were implemented in 1991 in Finance and in 1993 in HR. At that time, there were no satisfactory solutions on the market, so they were developed entirely in-house (4GL on Windows) as each specific request was made. In 2005, CEA central management had three dashboard applications representing more than 100 business metrics and 20,000 lines of code. In addition to software development, a team of 20 developers worked on maintenance.

At the same time, monitoring and managing Purchasing was becoming increasingly

important for CEA. To control public spending, CEA's objective was to narrow down its orders to a limited number of suppliers.

But its dashboards raised two difficulties. One was intrinsic to the tables; the other was tied to the type of purchase. *"Our dashboards require advanced page layout functions,"* explains Poulain, *"especially filter and zoom features, buttons and alerts, default value positionings, displays in €, k€ and M€—not to mention printouts, etc."* On top of these difficulties, there are those specific to the purchasing metrics, which are much more complex than the others. *"Unlike the single-function approaches of Finance or HR, Purchasing metrics are completely cross-functional and highly sophisticated,"* says Poulain.

A Model in 10 Days With Dashboard Manager

When BusinessObjects Dashboard Manager was released in 2004, Poulain immediately understood the tremendous advantages of the new tool. "Zero code" had become a reality.

> **BusinessObjects Dashboard Manager is a tool of the future: it meets the needs of business users and IT operations personnel. For business users, the tool gives them ideas for dashboard design. For IT operations staff, Dashboard Manager contributes to tool and maintenance rationalization.**

The IT department then decided to adopt a 100% standard solution. Business Objects worked very quickly on the first Purchasing dashboard model. *"We wanted to validate the architecture from a technical standpoint and be sure about the famous 'zero code.' We worked with real data,"* remembers Poulain.

It was also an opportunity to collaborate with the Business Objects consulting teams. Of the 10 days needed, half the time was spent on functional analyses (defining dimension and indicator granularity,) and the other half was spent on indicator and screen development. *"To develop the screens, BusinessObjects Dashboard Manager gave us a number of ideas,"* says Poulain, *"and the specifications were drawn up easily, as we progressed. In fact, everything went very quickly once the database was developed."* It's true that CEA had a major ally: its enterprise data warehouse combined with well-designed dedicated data marts.

The "Zero Code" Revolution

"When we discovered the 25 types of prepackaged analytics delivered with BusinessObjects Dashboard Manager, we were really impressed," says Poulain. *"They are very rich, with a full range of models available (Pareto charts, geographical maps, speedometers, etc.). At a glance, we can analyze our purchases from a global view down to a detailed view simply by calling a Web*

Intelligence document. In addition, Dashboard Manager is very stable, development is simple and quick, and application maintenance is easy."

For CEA, one of the most valuable and revolutionary features of Dashboard Manager is its built-in metrics engine designed to monitor any business metric over time. This engine makes it easy to compare different periods and to progress month by month, by simply activating a cursor.

CEA is especially excited about the feature that allows them to change the time axis by simply moving the cursor.

"This feature is available everywhere in the interface. It's one of the main advantages of Dashboard Manager," emphasizes Poulain. Just as valuable: the alert engine.

"The alert engine is particularly innovative. By clicking on an alert, the user obtains additional information in the form of a text message and a graphic."

800 people will eventually use the Purchasing management application, and the 2,000 current users of the Finance and HR dashboards could be added to that figure. In fact, the IT department will systematically propose Dashboard Manager to all CEA functional departments as the development tool for future dashboards.

About CEA

→ **Activity:**
Technological research

→ **Sales figures:**
€3.2 billion

→ **Staff:**
15,024

The mission of the French Atomic Energy Commission is to conduct technological research in the fields of energy, defense, information technologies, and health. Its sectors of activity range from nuclear technology, medical engineering, scanners, and plasma screens, to nanotechnologies. Its nine research centers employ a total of 15,024 people. Its 2005 budget was €3.2 billion. The company has 1,689 patents in force or pending and 1,300 contracts with industry.

CHALLENGE

→ Meet the transparent management requirements of state-owned companies

SOLUTION

→ 10 data marts

→ BusinessObjects Dashboard Manager for KPI monitoring

→ 50 users on the board of directors, the executive committee, the central departments, and the operational business units

BENEFITS

→ Users: better service

→ Regional government: financial compensation paid based on results

→ Private partners: services compared with internal operations

→ Internal: increased efficiency

"As a state-owned company, De Lijn has signed a contract with the regional Flemish government to provide quality service to users: guaranteed service during certain time ranges, volumes of passengers carried, diversified prices, improved safety, and financial equilibrium as well. For transparency of costs and results, we chose BusinessObjects Dashboard Manager. Our general management and operational teams have a clear and immediately understandable view of our various activities, allowing optimum performance."

Roger Kesteloot, Director of Strategic Research, De Lijn, Belgium

Required Transparency for State-Owned Companies

De Lijn, a Belgian public transportation company, has to adapt to its various users: towns, passengers, vacationers, residents, etc. It must also satisfy the transparency demands of government authorities and the public. In Flanders, state-owned companies are required to provide detailed reports on the way they use public funds, and they must substantiate their efficiency and productivity.

A management contract is drawn up between the transportation company and the government authorities that provides for funding in exchange for SLAs. The Flemish government finances 75% of De Lijn's operations and defines the region's mobility policy. However, the operator's board of directors and executive committee are in charge of translating this policy into long-term strategic objectives, and then into tactical decisions and concrete actions.

Transparency requirements became more stringent in 2002, a year in which the number of passengers doubled for De Lijn. De Lijn had been using BusinessObjects and then Web Intelligence since 1991 as its reporting system. It decided to take things a step further and to provide its board with an integrated dashboard to serve as a base for ideas during its strategic sessions.

Key Performance Indicators for Evaluating Performance

Each day, the five De Lijn business units (corresponding to the five regions of Flanders) generate large volumes of operational data that is handled by their own information system. It was important to consolidate and structure this data in order to provide the executive committee with a global vision of the company's activities. For a decade, De Lijn simply used conventional tracking and consolidation dashboards, but when the transparency requirements became stricter,

> " BusinessObjects Dashboard Manager gives us total information visibility on summary and detailed level. It's a real management and coordination tool at both executive and operational unit level. "

the company seized the opportunity to implement a new IS and a Balanced Scorecard (BSC) project.

The system consists of performance monitoring dashboards developed using BusinessObjects Dashboard Manager. Today, the indicators provided by BSC cover four areas:

- **Internal processes:** With Dashboard Manager, De Lijn monitors productivity data for its fleet of buses and tramways, and for its personnel: number of kilometers traveled, private/state share, turnover, level of skills, etc.

- **Users:** Satisfaction, survey results, trends in safety and comfort, etc.

- **Results:** Number of passengers carried, performance level, monitoring of budget objectives, investment planning, etc.

- **Innovation:** Monitoring of budget, timing and reporting for strategic projects

A Management Tool That Increases Accountability

Today, each department can build its own Dashboard Manager screens.

One of the five business units has developed a first set of indicators.

They were openly discussed and adjusted by the other business units in order to define a core that can be tailored to local situations.

Thirty department managers now have Dashboard Manager. The tool is also deployed in HR, finance, marketing, and communications. General management doesn't intervene unless an indicator stays red or orange for too long. In fact, general management now has Dashboard Manager as well. Each year, the indicators are evaluated and discussed in strategic sessions. Some are modified, others are added. Dashboard Manager allows project implementation to be monitored over time and issues alerts when corrective actions are required.

Dashboard Manager performance monitoring dashboards will eventually be deployed to some 50 department managers and perhaps to all middle management in the regions and various bus and tramway depots.

About De Lijn

→ **Activity:**
Public transportation

→ **Sales figures:**
€704.5 million

→ **Staff:**
7,000

→ **Date founded:**
1991

Created in 1991, De Lijn is a Belgian public transportation company that is 70%-owned by the Flemish government. Its fleet provides urban and inter-urban transportation in the five provinces of Flanders. It consists of 4,400 cars (tramways and buses) that traveled 200 million kilometers and carried 448 million passengers in 2005. One of the company's finest lines is the coastal tramway that connects the seaside resorts and coastal cities from La Panne to Knokke along a double section of 70 km. The bus fleet is operated both directly and is 48% subcontracted to private companies. De Lijn has 7,000 employees and generated €704.5 million in revenues in 2004.

Department for Work and Pensions

CHALLENGE

→ DWP has embarked on a Debt Management Modernization program with targets to increase the amount of welfare benefit debt-recovered and to reduce the cost of recovering that debt. To improve debt recovery performance, DWP required a single view of debt information and the ability to effectively monitor that information

SOLUTION

→ Business Objects provides DWP with a consolidated view of debt information and a powerful query and analysis solution that allows DWP to: attain greater understanding of the causes of debt; track and manage the performance of 4,500 debt management staff

BENEFITS

→ Improved Performance Management

→ Debt Understanding

→ Cross Government Information

"Business intelligence solutions from Business Objects are integral to the success of our Debt Management Modernization program, enabling us to gain greater insight into the causes of welfare benefit debt—such as fraud or error—and improve the effectiveness of recovering that debt. In addition, we can also support wider debt and fraud reduction initiatives across the government by sharing this information with other departments."

Geoff Clark, Program Manager, Department for Work and Pensions

Complex and Costly Debt Recovery Processes

Department for Work and Pensions (DWP) is responsible for the government's welfare reform agenda. It provides support and advice through a network of services to citizens of working age, employers, pensioners, families, children, and disabled people.

A key item on the welfare reform agenda is the reduction of benefit overpayment as a result of errors, fraudulent activity by claimants, or changes in circumstance. DWP has embarked on a Debt Management Modernization program designed to deliver a flexible and professional debt management and recovery organization. The aim of this organization is to increase the amount of welfare benefit debt recovered and reduce the cost of recovering that debt, while ensuring a high degree of accuracy for its customers.

Historically, each local benefit office throughout the UK was responsible for debt recovery, a complex and expensive process. To address these challenges, DWP established 10 centralized Debt Management Centers across the UK to handle debt recovery for Housing Benefit, Council Tax Benefit, Job Center Plus, and pensions.

To underpin this consolidation, DWP also required a debt management solution that would provide a single view of information across various systems and enable the organization to effectively monitor and improve debt recovery performance.

"DWP currently reclaims £450 million in debt annually. However, the traditional fragmented nature of this process, with debt recovery handled by multiple offices, constrained our ability to understand how debts occur and what specific issues cause debt—which would allow us to develop targeted resolution strategies," explains Clark, DWP Program Manager. *"In addition to centralizing our debt recovery organization, we required a single, consistent, and timely view of debt information to improve the efficiency and effectiveness of the debt management process and to meet government targets for increased debt recovery."*

A Professional, Flexible Solution

DWP deployed business intelligence solutions from Business Objects for timely access to a consolidated view of debt information from multiple data sources, including Debt Manager from London Bridge, which holds information on tens of thousands of UK citizens receiving welfare benefits, alongside customer service and debt recovery processes. DWP uses BusinessObjects and Web Intelligence as its information query and analysis platform to gain greater insight into the causes of debt, to monitor the performance of 4,500 Debt Management Center staff, and to share information with other government departments to support wider debt and fraud reduction initiatives.

Business Objects Professional Services worked alongside DWP to implement the solution, helping DWP define its current and future reporting requirements.

"Business Objects Professional Services provided us with a critical head start in delivering reporting requirements to tight timescales," says Clark. *"DWP has further developed this reporting infrastructure to support changing business processes."*

Improved Monitoring of Debt Management Centres

Business Objects is helping DWP meet its benefit debt recovery targets, both through improved debt recovery management and enhanced understanding of the causes of this debt.

Detailed management reports monitor the performance of each Debt Management Center, staffed by up to 500 people. Individual staff performance analysis will inform ongoing strategy, including training, to ensure each debt center meets its recovery targets.

In addition, detailed financial information is expected to transform DWP's strategy for debt management. *"Using Business Objects, DWP will have a complete view of debt management across all benefit and pension areas for the first time,"* says Clark. *"This will enable detailed analysis to ascertain the wider implications of fraud, error, and delay— supporting the development of targeted strategies to further reduce the level of debt."*

Looking ahead, DWP wants to broaden the role of the Debt Management Centers. *"This Debt Management Modernization program is not just about increasing recovery of today's debt; it's also about looking at the potential for consolidating debt management across the entire DWP and, ultimately, other government departments such as the Inland Revenue and Fraud Office,"* says Clark.

Benefits of consolidated information query and analysis include:

Improved Performance Management

- Managers can monitor the performance of 4,500 Debt Management Center staff. This will support targeted training to optimize staff performance.
- Speed of response is directly correlated to chances of debt recovery. The ability to monitor debt by time—the age of debt—will be used by data center managers to ensure debt is being collected as quickly as possible.
- Managers at both local and central levels will have a clear indication of key performance indicators against targets, including debt recovery targets and reduction in error and fraud.

Debt Understanding

- The ability to have a consolidated view of cross-service debt information will provide DWP with a complete picture of the causes of debt for the first time—from internal errors, to misinformation and fraud. This will enable the development of targeted strategies to address specific areas of debt.
- This single view of information reduces the time taken to update customer records. As a result, DWP will reduce the amount of overpayment of a benefit that later has to be reclaimed.

Cross Government Information

- Debt management information is relevant to a broad government audience. Combining information from the Inland Revenue with Debt Management will enable fraud investigators to get a consolidated view, which will support detailed trend analysis.
- The consolidated information provides DWP with the infrastructure to support information provisions under the government's Freedom of Information Act without incurring additional administrative overhead.

About Department for Work and Pensions

→ **Activity:**
Public sector
Central government

Department for Work and Pensions (DWP) is responsible for the government's welfare reform agenda. It provides support and advice through a network of services to citizens of working age, employers, pensioners, families, children, and disabled people. DWP's businesses include Jobcentre Plus, The Pension Service, Child Support Agency, Disability and Careers Service, The Health and Safety Commission and Health and Safety Executive, The Rent Service, and Debt Management.

French Ministry of Employment, Labor, and Social Cohesion

CHALLENGE

→ Manage government integration policies for youth in difficult situations

SOLUTION

→ Local, regional, and national data warehouses

→ 100% web-based information system

→ BusinessObjects and BusinessObjects Web Intelligence

→ A dozen dashboards for 6,500 users

BENEFITS

→ Greater efficiency for counselors in Local Agencies

→ Faster, more relevant services for youth

→ Precise evaluation of impact of various social integration programs at local, regional, and national levels

"Close to 1.3 million young people are monitored each year by Local Agencies (Missions Locales), which are funded by the state and local government. With Business Objects extranet and web services technologies, the 'Parcours 3' (Path 3) information system is the monitoring and management tool for 6,500 users. It helps Local Agency counselors in their everyday youth welcome and support work. For the state, the Regional Councils, and local government, 'Parcours 3' is both an observatory and a tool for assessing the situation of youth in France."

Alain de Lorgeril, IT Projects for DGEFP, French Ministry of Employment, Labor, and Social Cohesion

Public Services Must Be Transparent

The French Ministry of Employment, Labor, and Social Cohesion, DGEFP* and DARES* monitor the activity of Local Agencies dedicated to the professional and social integration of youth in difficult situations. The Local Agencies were created in 1982 by the state and local government. Their mission consists in helping youth from 16 to 25 years of age. Co-funded by the French government, the European Union, the Regional Councils, and the towns, the Local Agencies must be transparent with regard to their activities. Since the 1990s, Local Agencies have been publishing activity reports.

The IS program "Parcours 2" collected all the necessary data, but Local Agency users had the impression they entered a great deal of information without ever receiving useful feedback on their work. True, they could access the database, but they had to make their own queries, and information-sharing was very limited.

So in 2000, the decision was made to implement a single IS that could be tailored to each Local Agency's requirements. Called "Parcours 3," this new system was designed to provide concrete and practical assistance for managing local or national programs and to allow Local Agency activities to be monitored and consolidated. In 2003, Parcours 3 deployment began at pilot Local Agencies before being extended to all the others.

Supporting Youth While Ensuring Confidentiality

Data such as age, school level, job experience, mobility, means of transportation, and housing is only entered into the system if the youths give their approval. The data is then enriched through subsequent visits and actions—such as individual meetings, collective information sessions, training workshops, sessions to help create dossiers, youth/business mediation, job offers, etc.

*DGEFP: general delegation for employment and vocational training

*DARES: department of research, studies, and statistics management

> **After examining the solutions available on the market, we chose BusinessObjects technologies because they are clearly user-oriented: easy to learn with a graphic and user-friendly interface and advanced customization features. 'Parcours 3' has become a management tool that changes the everyday work of Local Agency counselors.**

The Local Agencies can also access the information systems of certain partners, such as the French Employment Agency (ANPE), which lists job offers, and CARIF, which centralizes data on available training programs.

Standard interchange formats in web services mode make it easy to connect to these external databases. Parcours 3 is an all-extranet system: thanks to the internet technologies, a simple thin client was installed in every Local Agency, the ideal solution given the many different types of IT equipment. Lastly, Parcours 3 includes a mapping tool and a powerful analysis tool. For security reasons, the databases and applications are hosted by three different service providers: Bull, Atos Origin, and internet.fr. Thanks to Parcours 3 and BusinessObjects technology, Local Agencies have highly professional tools to contribute proactively to the implementation of social integration policies initiated by the state, the regions, and local governments such as programs to combat social exclusion, regional continuing training and apprenticeship programs, and job development programs.

Improved Monitoring and Activity Management

Parcours 3 has become the everyday tool for Local Agency counselors who work with and support young people. The counselor's work is now much easier to organize.

As soon as counselors turn on the computer in the morning, they automatically receive messages.

Example: *"Hello, Martin Durant. There are still a few places left for the resume workshop to be held next week. Such an ANPE job offer or such a training program fits the profile of such a youth. The fixed-term contract of such a person is reaching its end. Think about finding a new contract for her now."*

Furthermore, the counselors have about 10 kinds of dashboards that can be customized into 50 or 60 different tables. These tables monitor the young person's situation over time. Alerts are incorporated. Counselors can follow their personal activity and analyze the integration progress of all the youths they monitor per month. For Local Agency directors, Parcours 3 enables informed activity management. For example, the BusinessObjects tables highlighted the fact that certain training workshops were not followed by recruitment. This raised the question of how useful these workshops actually were, leading to a modification of their content. Parcours 3 also gives counselors measurable information and figures that they can use when negotiating with locally elected officials—for example, to request appropriate transportation solutions. It gives them a much more professional image.

Lastly, Parcours 3 handles communication and data exchange between the various players, and it allows Local Agency activity to be managed at the regional and national level.

About French Ministry of Employment, Labor, and Social Cohesion

→ **Activity:**
Ministry - public service

→ **Sales figures:**
DGEFP: €31.6 billion

→ **Staff:**
300

The Labor Department at the Ministry of Employment, Labor, and Social Cohesion employs 11,000 people. In the Labor Department, the DGEFP is involved in major employment and vocational training projects. In 2004, it had 300 employees and a budget of €31.6 billion. The DGEFP is the strategic supervisory authority for the French Employment Agency (ANPE) and the National Association for Adult Vocational Training (AFPA).

Italian Ministry of Education, University, and Research

CHALLENGE

→ Improve information management at the central department and in local entities

→ Distribute information to all levels

→ Integrate information from different systems and databases

SOLUTION

→ BusinessObjects Data Integrator

→ BusinessObjects Web Intelligence

BENEFITS

→ Real-time access to data from all entities involved in project

→ Improved data handling

→ Excellent return on investment

"Business Objects solutions offer two key advantages: they're easy to use and they're feature-rich. We're only beginning to deploy them, and already we can access information that was completely dispersed until now. We make intensive use of Data Integrator at every organizational level, saddling it with a heavy load. Given our size and the quantity of data we process, we've become a sort of test bench for IT solutions. With Data Integrator, the results are very conclusive."

Alessandro Musumeci, IT Director, Italian Ministry of Education, University, and Research

Managing Complexity

The mission of the Italian Ministry of Education, University, and Research is to manage information for all educational and research resources and processes. For this purpose, it has just begun a radical overhaul of its structures.

This project is designed to meet the Ministry's wish to modernize its information system. The system that existed only two years ago had become completely obsolete in technological terms, and its databases were just as outdated. In addition, data organization was consistent with neither the law on school reform nor the new educational structure. So a change was needed, and the Ministry initiated a wide-scale project.

"Our system contains 25 million lines of code, and our databases contain millions of records. The student database alone gives you an idea of the scope of the task at hand.

We needed tools that were able to store and manage all this data, and more importantly that could integrate them in other databases, such as regional databases, meaning different systems and technologies."

To choose a supplier, the Ministry launched a call for tenders worth €339 million. The project began two years ago, and it should continue for at least five years.

Architecture and System Flexibility

To improve its information management processes, IT decided to drop its centralized databases on mainframe systems and to instead use departmental databases created on a regional level. It also decided to migrate from DB2 to open systems, a process that should be completed in 2006. To implement these changes, flexible solutions are needed that are capable of accessing the archived data in an open environment interactively.

> **The role of the IT department is to extract data and distribute it, letting each school customize it according its specific needs. Naturally, our task is also to allow users to make better use of the system, so they can adapt it to their requirements.**
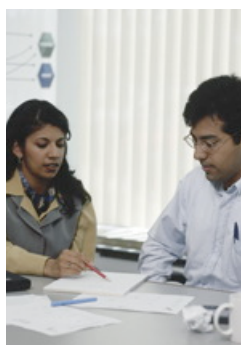
"Our approach is designed to allow end-users to handle data, organize it, and manage it by specific theme in order to obtain immediate and precise insight into interesting phenomena."

Users are geographically dispersed and have multiple and varied needs. Nevertheless, whether they work in the Ministry's central department, in the regions, in the local entities, or even in a school, they all share the same need for database integration—for example to complete the registration file of a student or to monitor school absence rates.

"The data must be accessible to everyone, not just the central department. We must be able to distribute information to every level using local lists that can be interfaced if needed with other existing databases."

Data Integration:
The Role of Business Objects

"Business Objects acts as a systems integrator: it allows formerly dispersed information to be integrated easily and it offers selective access. This makes the data much more visible."

The Ministry is particularly excited about the user-friendliness and comprehensive features the

Business Objects solutions have to offer. It plans on extending their use, with the help of Business Objects consultants. Data Integrator is used intensively at every level of the Ministry. The volume of data involved saddles it with a heavy load. For administrative data alone, the number of users is estimated at 50,000, and the website registers up to 10 million clicks per day. Yet the results are excellent.

The information is distributed via multiple channels. The free-access website reaches out to families, and the Ministry's intranet contains more or less detailed information that is arranged by field of expertise for schools, teachers, administrative personnel, regional departments, school inspectors, etc.

"To assess the return on investment of this project, we took a look at the information distribution process. Formerly, charts on paper produced by the Ministry's central services were sent by post virtually daily to the schools. Then the information had to be updated, which required tens of thousands of days of work. Today, the online file registration and updating processes alone allow substantial savings."

About Italian Ministry of Education, University, and Research

→ **Activity:**
Government

→ **Staff:**
815,000 teachers, 44,000 administrative employees

With 815,000 teachers and 44,000 administrative employees, the Italian Ministry of Education, University, and Research administers the entire public education system—schools and universities—as well as scientific and technological research.

CHALLENGE

• Provide all DHS staff members with access to the information they need

SOLUTION

• Bull has implemented a global solution based on Teradata data warehouse and Business Objects for query and analysis

BENEFITS

• Easy access to hundreds of predefined reports
• Possibility to run advanced queries
• Ability to make better decisions

CASE STUDY

Michigan Department of Human Services

"Having fast and easy access to information is important to our front-line workers. It's critical that our staff members are able to get quick answers without being a technical expert. We now have a business intelligence system with clarity and simplicity to make managing our data easier. Our field people are on the front lines delivering services to our valued Michigan citizens, so it's important they have the tools to do their job right."

GEORGE NOONAN, MANAGER OF THE CENTRAL DATA UNIT FOR DHS'S FIELD OPERATIONS ADMINISTRATION

The Michigan Department of Human Services (DHS), responsible for providing services to 1.4 million residents, is focused on meeting its information access needs and increasing the efficiency of more than 10,000 staff.

Michigan DHS manages approximately $4 billion in funds for many of Michigan's critical programs, including foster care, child support services, and food and cash assistance. DHS' front-line staff members use business intelligence to access hundreds of predefined reports, ranging from foster care out-of-home placement information to child protective service reports that are used to assist workers in dealing with abused or neglected children. On any given day, as many as 3,500 DHS case workers log onto the data warehouse to fulfill their information needs. Another 300 "power users" among DHS staff members take advantage of advanced queries to analyze the data to improve business processes and make better decisions.

The Business Objects software accesses data stored in one of the nation's most sophisticated enterprise data warehouses. This data warehouse was designed, built, and implemented by the State of Michigan and Bull, and has been recognized as a best-in-class solution by the National Governors Association (NGA), the National Association of State CIOs (NASCIO), and the Data Warehousing Institute. In addition to DHS'

data, data from the Department of Community Health (DCH), Department of Treasury, and the courts also resides on the warehouse.

DHS' Office of Inspector General (OIG) has also implemented some of the most innovative fraud detection methods in the country. Using the solution developed by Bull, DHS' OIG has used advanced analytics in an unprecedented way to combat fraud activities in the Child Development and Care program [Day Care], and fraud and trafficking in food and cash assistance areas. In doing so, the OIG links data about providers and recipients with wages data, unemployment data, national food assistance data, and other sources, to undertake the comparative analysis necessary to achieve breakthrough results.

In just over 12 months, the DHS OIG efforts—unprecedented nationwide—yielded more than $2 million in documented fraud to be recovered, with the potential to exceed $10 million in the following year, and far more significant savings beyond that. In addition, cost efficiencies are projected to generate an annual savings of more than $13 million. Moreover, OIG investigators are now much more targeted in their efforts to fight fraud and abuse. When they confront alleged abusers, they're most often armed with irrefutable statistics and information—meaning their "hit rates" are substantially higher, and the potential for fraud recoveries much greater.

About Michigan Department of Human Services

Michigan's Department of Human Services (DHS) is the state's public assistance, child and family welfare agency. DHS directs the operations of public assistance and service programs through a network of over 100 county department of human service offices around the state.

Share our customers
business intelligence successes

Business Objects™

Missouri Department of Elementary and Secondary Education

EDUCATIONAL POLICY ADMINISTRATION

CHALLENGE

→ Make information on student academic performance available to superintendents, principals, teachers and the public

SOLUTION

→ An external Website with Crystal Reports for more than 4,000 users

BENEFITS

→ Round-the-clock access to key academic performance indicators

"In the past, it was very difficult for school district officials to share large amounts of student data. With help from Business Objects, it's much easier to access and analyze data about key academic performance indicators, as well as share the data with parents."

Leigh Ann Grant-Engle, Data Manager, Missouri Department of Elementary and Secondary Education

The Need to Report to the State and Federal Governments

Missouri has 524 public school districts and 25 charter schools, serving approximately 900,000 students from preschool through grade 12. Because of state and federal accountability requirements, information about students' academic performance must be made available to superintendents, principals, teachers, and the public on a timely basis. The Department of Elementary and Secondary Education (DESE) also reports other statistics about school buildings and school districts—student and staff characteristics, financial information, attendance, dropout rates, etc.—that are key aspects of the state's accreditation system.

In the past, state education officials extracted this data from a legacy desktop tool. To distribute information to school districts, the department transferred each school district's own test data to customized CDs and mailed the disks to the 524 school districts. This was expensive in terms of both time and money, and data-sharing was too slow to meet

the needs of local school officials—who wanted their data more quickly at the start of the school year.

An External Website

After thoroughly evaluating business intelligence (BI) vendors in the marketplace, DESE chose Business Objects to fulfill its reporting needs. *"We liked a lot of things about the Business Objects offering, especially the flexibility of both a desktop and a web client,"* says Steve White, web and network manager at DESE. *"Also, the web-based product features—such as slice-and-dice and ad hoc capabilities, in addition to static reporting—are ones that we will take advantage of in the near future."*

Business Objects helped DESE seamlessly integrate BusinessObjects Enterprise with the department's external website, so users can securely access key reports via the internet. DESE also took advantage of the tight integration between BusinessObjects Enterprise and .NET to make the end-user experience seamless for its nearly 4,000 users.
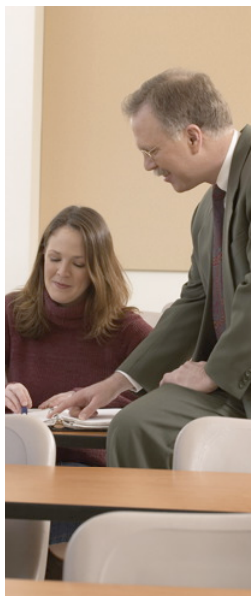
"We've heavily customized BusinessObjects Enterprise with .NET and have managed to integrate BusinessObjects Enterprise completely into our existing web application interface," says White.

The Business Objects deployment made it possible to create and share reports about the statewide assessment (student testing) system and also helped DESE meet the regulatory requirements of the federal No Child Left Behind Act. The reports are tailored for the right audience—for example, summary information about a district for the superintendent, or detailed, student-level data for individual teachers.

"Crystal Reports handles data at the aggregate level for the state, districts, and schools and gets as detailed as the class and student level, going all the way down to how a student did on a question from a particular test," says Grant-Engle.

Also, all discrepancies in data can now be immediately corrected and the new information instantly refreshed. This "live" data is more beneficial than the old static method, which made it difficult to deliver updated data to school districts.

Round-the-Clock Access to Key Academic Performance Indicators

The Business Objects deployment has helped DESE effectively create and distribute statewide test data—instantly delivering results over the web—and meet the regulatory requirements of the No Child Left Behind Act. The department can now accomplish in a few days what previously took a month.

The response from end-users (primarily local school officials) has been very positive. School district users have 24/7 access to student information. *"We now see people running reports over the weekends and at 2:00 a.m. on weekdays,"* says White.

"Any authorized user with internet access can now retrieve and analyze the information. The BusinessObjects Enterprise deployment on the department's external website also benefits the over 200 regional support staff located across the state who provide services to school districts.

Now, any authorized user, whether inside or outside the firewall, can access and analyze the information about a particular school or district."

"With over 4,000 end-users, Business Objects easily handled scalability issues. We were seeing 1,000 users accessing reports at the same time," says White. *"And the servers handled it really well."* This scalability was especially critical for accountability reporting at the beginning of the school year. Once DESE released test results at the state level, every superintendent had to log on, access the reports, and share the data with the local board and staff. *"We were definitely surprised by the number of reports that were scheduled,"* says White. *"There were upwards of 37,000 reports scheduled within one week."*

State officials believe the real value of BusinessObjects Enterprise is in the enhanced capabilities it provides teachers, school administrators, and other decision-makers. *"In the past, it was very difficult for school district officials to share large amounts of data about student performance in a timely manner with everyone who needs the information—from the Board of Education to classroom teachers,"* says Grant-Engle. *"School personnel can now access and analyze data about key academic performance indicators. It's easier to share data with parents and the public. Crystal Reports allows us, for example, to see how students in the fourth grade are doing in a specific subject area. This enables superintendents, principals, teachers, counselors, and other personnel to analyze trends, plan more effectively, and set priorities for instructional improvement."*

About Missouri Department of Elementary and Secondary Education

→ **Activity:**
K-12 education

The Missouri Department of Elementary and Secondary Education (DESE) is the administrative arm of the State Board of Education. It is primarily a service agency that works with educators, legislators, government agencies, and citizens to maintain a strong public education system. Through its statewide school-improvement initiatives and regulatory functions, the DESE strives to assure that all citizens have access to high-quality public education.

Nanjing Local Tax Bureau

TAX POLICY ADMINISTRATION

CHALLENGE

→ Over 100 key metrics to track

→ Changing tax environment

SOLUTION

→ Easy-to-use, graphical interface empowered users to create and share their own reports

BENEFITS

→ Non technical staff can perform reporting functions

→ Deeper insight into company performance

"By deploying a business intelligence-based tax control and administration solution, Nanjing Local Tax Bureau has successfully implemented the automation of its tax network and administration, as well as its business monitoring. No doubt, BI from Business Objects has greatly increased the whole tax administration information level for Nanjing Local Tax Bureau."

Xie Haihang, Manager, Tax Network Management Platform, Nanjing Local Tax Bureau

With Over 100 Metrics to Track, NLTB Needed a Robust Reporting Solution

As the local tax collection and administration authority, Nanjing Local Tax Bureau (NLTB) undertakes key duties, such as tax administration and monitoring, while also collecting tax in a timely and efficient manner. Due to recent business changes and technical developments, changes need to be made to tax collection, administration, and supervision methods. NLTB needed to make the best use of IT to adapt to new business developments and increase its tax service efficiency and quality. For NLTB's tax administration and monitoring platform, the agency needed a way to effectively leverage and monitor its business operations, organizational structures, personnel trainings, and system architecture with technology.

At the time the project was implemented, NLTB had more than a hundred business metrics to monitor—such as work plans, tax targets, human resources, and network status. The company also wanted to share information over the web, in easy-to-read formats with graphics and charts. And it wanted the system to provide excellent monitoring and tracking performance, while implementing rich report presentations for end-users.

Business Objects Streamlines Reporting

NLTB chose to implement a business intelligence (BI) solution from Business Objects, along with professional services offered by Pengtian Company. Pengtian Company determined the strategic goals for NLTB's tax administration and monitoring platform—i.e., velocity, visibility, and value.
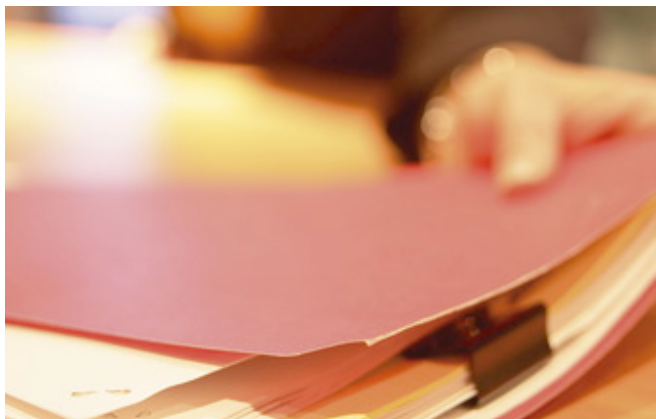
> " By using BI solutions from Business Objects and the strategic plan from Pengtian, NLTB has successfully implemented the automation of its network, administration, and business monitoring—enabling the local tax personnel to understand the developments of various businesses and the network working status by the feature-rich online presentation portal. "

Velocity means to increase the efficiency of tax business procession; visibility means to implement a complete monitoring system over the entire spectrum of tax business flows and other key points. As a government department, NLTB's enterprise-like operations can lower the costs and increase its service level for taxpayers by a large margin, thus building up the position of the government departments.

BI Helps NLTB Monitor Company Performance More Closely

By using BI solutions from Business Objects and the strategic plan from Pengtian, NLTB has successfully implemented the automation of its

network, administration, and business monitoring— enabling local tax personnel to understand the developments of various businesses and the network working status by the feature-rich online presentation portal.

The BI solution increased NLTB's online monitoring capability over its businesses, avoiding errors and confusion; enhanced HR management, personnel coordination and distribution, and work efficiency; tracked network status and provided early warnings for failures and viruses; and implemented end-user monitoring, which has greatly helped the executives of the company.

About Nanjing Local Tax Bureau

→ **Activity:**
Tax collection and administration

→ **Date founded:**
1994

Nanjing Local Tax Bureau was founded on September 30, 1994, and is responsible for the efficient tax collection, administration and monitoring of 13 provincial and municipal governments in the Nanjing city area.

North Carolina Department of Health and Human Services

CHALLENGE

→ Legacy mainframe systems caused a complicated reporting process

→ Needed to meet federal reporting requirements for funding

SOLUTION

→ Business Objects helped NCDHHS correlate data across 20 divisions and streamline reporting

BENEFITS

→ Allowed NCDHHS to identify larger trends throughout the state

→ Enabled management to make well-informed decisions

→ Improved service to North Carolina citizens

Forced to Meet Federal Reporting Requirements, State Agency Turned to BI

Nearly 20 divisions, with over 19,000 total employees, together make up the North Carolina Department of Health and Human Services (NCDHHS). The department must keep track of records on millions of individuals, doctors, social service and welfare cases, Medicaid and Medicare programs, and state funding—all while staying in compliance with new federal regulations and reporting requirements on healthcare and funding information.

To help meet federal reporting requirements and ensure that the agency qualifies for federal funding, the NCDHHS IT staff looked to deploy a new data warehouse and enterprise reporting system that could save valuable time and money in running the necessary reports. Previously, all of the NCDHHS divisions used legacy mainframe systems—running everything from spreadsheets and homegrown applications.

If agency staff did not complete reports on time, NCDHHS faced losing its federal funding or paying large fines.

In addition, the agency needed a tool that could help case workers view important information about clients more easily.

NCDHHS wanted to be able to roll out data from its data warehouse to case workers and other users in a meaningful and non technical way because most users are not programmers or database administrators. The NCDHHS' previous reporting solution was too slow—reports could take up to six months to produce, and, by then, the information in the reports was obsolete.

Business Objects Helps NCDHHS Serve the Community

NCDHHS rolled out a new data warehouse system and chose business intelligence (BI) tools from Business Objects to serve as the front-end—delivering critical information to its end-users in easy-to-understand reports.

NCDHHS first deployed the solution to its social services division, followed by its child support and Medicaid divisions. Now, more than 3,000 NCDHHS employees use the solution to create custom queries, store queries, and run out-of-the-box reports.

Employees in the social services division are now able to correlate data from case outcomes—allowing staff to identify higher level trends and improve service to their customers. For example, when floods hit the mountains of North Carolina in 2003, the agency was able to rapidly help those in need by using its data

> **After implementing the new data warehouse and enterprise reporting system, the DHHS is now able to save valuable money and time on its data correlation and reporting needs.**

warehouse and enterprise reporting system to increase the speed of the food stamp application process. The usual process for food stamps is to file an application and receive a response about three weeks later. But, in this situation, the victims of the flood needed food immediately. NCDHHS used the BI tools to qualify those in need of food stamps, ensuring they received the stamps within 24 hours.

BI Allows NCDHHS to Correlate Data from 20 Different Divisions

After implementing the new data warehouse and enterprise reporting system, the NCDHHS is now able to save valuable money and time on its data correlation and reporting needs. One of the largest benefits that BI provides NCDHHS is the ability to correlate data from all of its 20 divisions and use this data to identify larger trends in the health system of North Carolina.

With an aggregated view of client information, NCDHHS employees can now look at a record for one individual and find out if that person received food stamps or welfare payments, paid child support, or received drug treatments, among other data. Information about treatment and success rates can be rolled up to demonstrate overall effectiveness of NCDHHS programs and human services trends. With the data shared across every division, management is better able to make critical decisions and provide better service to all residents of North Carolina.

Moreover, BI empowers case workers and other end-users to run reports and track valuable information themselves—whereas prior to the deployment, they had to wait up to six months for important data.

About North Carolina Department of Health and Human Services

→ **Activity:**
Ministry

→ **Staff:**
19,000

The North Carolina Department of Health and Human Services (NCDHHS) is responsible for ensuring the health, safety, and well-being of 7 million North Carolinians. As one of the largest agencies in the North Carolina state government — representing over 20% of the state's total budget—NCDHHS provides human service needs for fragile populations like the mentally ill, deaf, blind, and developmentally disabled—in addition to helping the lower-income population achieve economic independence.

Prodasen

CHALLENGE

→ Needed to integrate complicated budgeting systems and create a transparent budget process

SOLUTION

→ The Business Objects solution enabled the Senate to consolidate data and reduce reporting time

BENEFITS

→ Increased organizational productivity

→ Enabled user independence

Prodasen
Secretaria Especial de Informática do **Senado** Federal
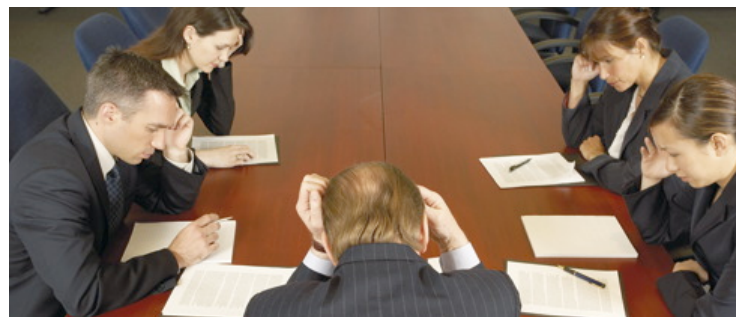
"Business Objects helped us create an IT base with the ability to integrate a variety of complex systems, but user-friendly enough to allow the end-user to conduct internet searches without having to understand each individual system."

Constantin Metaxa Kladis, Director of Development Systems, Prodasen

Unable to Share Data Online

Prodasen—controlled by the Brazilian Federal Senate—was founded in 1972 to modernize the Senate by providing IT solutions and support. The organization currently controls a network of 4,000 computers and 100 servers —all of which store up to eight terabytes of data. But Prodasen lacked a way to share budgeting and financial information online with the general public. As a result, the organization decided to create a global transparency model for its public administration budgeting process.

Business Objects Helped Prodasen Automate Reporting

After evaluating different software vendors, Prodasen—along with Brazil's Federal Senate and Budget Consulting—chose Business Objects to help develop Siga Brazil—an innovative and advanced information management systems project.

The Business Objects solution integrates data from several government department databases—Budget Preparation System (Selor), which compiles laws, amendments, and resolutions and is managed by the National Congress; the Finance Administration Integrated System for the Federal Government (Siafi), which is responsible for the budget as well as accounting of revenues and expenses; the Budget Data Integrated System (Sidor), which collects data from the overall budget of the executive branch; and the Management and Planning Information System for the multi-year plan (Sigplan), which is responsible for the implementation of the multi-year plan at the executive level—into one central location.

Business Objects helped Prodasen implement BusinessObjects 6.5, BusinessObjects InfoView, BusinessObjects Web Intelligence, Supervisor, and Designer.

> **Previously, data was sent via email when solicited or published as a read-only report on the company intranet. Now, via InfoView, users can access various corporate documents with the option to interact with them.**

"We created an IT base with the ability to integrate a variety of complex systems, but easy enough to allow the end-user to execute web searches without having to understand each individual system," says Kladis. *"In addition, the analysis of the information may be organized by theme, region, source, or program."*

Prodasen Creates a Transparent Budgeting Process and Reduces Reporting Time

Prodasen users can now access Siga Brazil to review projects ranging from public budgetary law to the initial implementation, budgeting, and planning of social programs—planned and implemented since 2004. These projects are accessed according to the federal department or municipality, and viewed based on the expected income for 2005 and the expenses from 2004.

"We are creating a new paradigm to allow citizens to have maximum transparency regarding public spending—thus eliminating bureaucracy," says Kladis. *"It is now possible to retrieve a whole range of detailed government program information."*

According to Kladis, aside from the transparency of the budgeting process, other benefits of the system include significant improvement in the association's budgeting process, reduced time for data analysis, increased organizational productivity, and improved management systems and user independence. *"The IT team can now dedicate their time to consolidating databases instead of losing time producing transaction reports,"* says Kladis.

About Prodasen

→ **Activity:**
  IT solutions supplier
→ **Date founded:**
  1972

Prodasen—controlled by the Brazilian Federal Senate—was founded in 1972 to modernize the Senate by providing IT solutions and support. The organization currently controls a network of 4,000 computers and 100 servers—all of which store up to eight terabytes of data.

CHALLENGE

→ Saarland devotes roughly a third of its budget to funding public programs and projects

SOLUTION

→ Implementation of a public funding database called CONIFERE, based on Business Objects

BENEFITS

→ Improved insight and efficiency of funding system

→ Optimized management of administration

"CONIFERE is a precious tool that will help us use our limited resources wisely."

Karl Rauber, Minister of Federal and European Affairs, Head of the Chancery, Saarland

At all times, the government must be able to justify the use and success of public funds and grants. Given its tight financial situation, the Saarland government has decided to increase the visibility and efficiency of its funding system, at the same time optimizing administration management. With this in mind, in 2002 it began planning to set up a public-funding database, called CONIFERE. The system was designed jointly by the software firm Proximity i \tec and business intelligence (BI) expert Business Objects. More than just an information management system, in the short term the new solution was to offer query and performance analysis features at several aggregation levels.

A Centralized Database

CONIFERE allows permanent access to comprehensive and up-to-date information on the status of all projects and programmes funded by the land, the federal state, the German government and the European Union (EU), which are often closely imbricated and interdependent. Ongoing monitoring of funding practices should also facilitate the work of the departments in charge of legal and administrative control.

By processing the data entered, they can, for example, check whether the funds earmarked for support projects throughout the land were allocated to the proper recipients and used appropriately. It gives the administration the means to identify fraud or unduly paid amounts early on, and to correct the situation.

Decentralized Data Sources

The centralized database contains information supplied by all the ministries in different forms. Departments that grant many subsidies, e.g. for the job market or business development, process the applications using dedicated workflow programs and transfer the data to CONIFERE through electronic channels or via defined interfaces. In addition to sending the funding data to the database, these applications produce the reports required by the EU and automate funds application processing in the concerned departments. The objective is the integrated processing of all funding measures. In addition to this automatic processing by dedicated applications, in a few special cases the data is entered manually in standardized Excel spreadsheets.

For ministerial departments and services that do not grant enough subsidies to justify the use of dedicated applications, they can enter their data directly in CONIFERE using input screens. This way, the data from the decentralized systems is immediately available.

CONIFERE Meets Varied Needs, Manages User Rights

Since mid-2004, some 150 employees working in a number of ministries and departments use the central funding database CONIFERE as a complete reporting and BI system.

The database currently contains more than 30,000 records. Using the InfoView module, a component of the Business Objects analytic environment integrated in CONIFERE, users with the appropriate access rights can create their own reports with point-and-click ease—without needing additional technical skills.

In addition to customized reports, a number of standard reports can be accessed by specific user groups. However, to extract information from CONIFERE, users must log in and can only access the information they are authorized to see. Business Objects also manages user rights using a sophisticated authorisation concept.

An Informed Minister, 24/7

The Saarland Minister of Economic Affairs also enjoys another advantage. When the minister, Dr. Hanspeter Georgi, travels, he can query the public-funding database using his laptop via the UMTS and GPRS network to perform fine-grained analysis and generate ad hoc reports. He can then quickly know, for example, how many new jobs were created by the "single business investment incentive" in town X or district Y. Likewise, he can easily compare the number of jobs actually created against program objectives.

In this manner, no matter where he is, the minister can always access all necessary information on the use and availability of funds. Before the Business Objects solution was implemented, this kind of query had to be entered manually, which was very time-consuming.

Next Step: Creation of a Guide and a Control System

This information management and reporting system is just the first step. Other steps to develop the central funding database CONIFERE are currently being studied. A public-assistance funding guide and a monitoring and management system are currently being considered. The guide would contain all the information on Saarland's public-funding and grant programs and provide directives in this area. Furthermore, by gradually developing the database into a monitoring and management system, subsidy programs and support initiatives could be assessed using relevant indicators.

Saarland Points the Way for the Rest of the Country

Saarland has bigger plans than the stated objectives of its public-funding support programmes (such as job creation). In the medium term, it hopes to expand its objectives on a broader scale (e.g., by optimizing the job market sector) in accordance to the plans of the federal government. The Ministry of Economics and Labor and the Ministry of the Interior, Family, Women's Rights, and Sports were chosen as pilot sites for this management system. But Saarland already has the reputation of a pioneer in Germany. It is currently the only state in the country to have successfully implemented a truly integrated, real-time solution for subsidy and grant monitoring through a central database.

About Saarland

→ **Activity:**
Government

Saarland is one of the smaller German states with roughly 1 million inhabitants. The state lies in the south west of Germany and has France and Luxembourg as its neighbours,The areas of activity of the Ministry for Economic Affairs are financial and logistical help for jobs, infrastructure and general business conditions in Saarland, practical research and use of technology in businesses, investment support, promotion of foreign trade, career training, support for start-ups and young enterprises and career training.

Sandia National Laboratories

CHALLENGE

→ Highly complex data management infrastructure

→ Time-consuming, manual reporting process to consolidate information

SOLUTION

→ Business Objects gave Sandia a uniform financial reporting infrastructure and automatically generated required reports

BENEFITS

→ Decreased time spent on consolidating reports

→ Allows staff to focus on more important national security projects

"Our mission is critical. Failure is not an option. That means even the smallest details have to be handled with the greatest care—even details such as financial management."

Gwen Pullen, Manager, Business Enabling Systems, Sandia National Laboratories

Sandia Needed Better Visibility into its National Security Projects

With locations in California, Hawaii, New Mexico, Texas, and Washington D.C., Sandia National Laboratories is made up of a diversified group of facilities tasked with thousands of projects from the National Nuclear Security Administration, the Department of Energy (DOE), and several other federal agencies. Most of these projects are aimed at preventing technological surprise, anticipating threats, and providing innovative solutions to the most critical security issues facing the United States and the world.

Naturally, this is no easy task. Sandia often manages between 8,000 and 10,000 national security projects. The fiscal aspects of these initiatives require up to 25,000 reports each week. *"We're a multiprogram lab, and we have a vast client list that includes both government and private enterprises. That creates a huge volume of administrative work for our scientists, analysts, and project managers.*

Because so much of our work impacts the quality of life of millions of people, bottlenecks of any kind are unacceptable," says Pullen.

Business Objects Helps Sandia Replace Manual Reports with a Streamlined, Automated Process

Sandia decided that its existing BusinessObjects deployment could serve as the fastest and most comprehensive platform to help streamline reporting. A major initiative was undertaken to completely revamp the financial data warehouse and reporting infrastructure. Within 18 months, the lab extended its BusinessObjects deployment to automatically generate a summary and detailed report for every project, covering every area of resource utilization—from capital expenditures, to travel and hours tallied—into two Adobe Acrobat PDF files.

> **We had a lot of analysts who were doing little more than consolidating results because that's what the system required. The extension of our BusinessObjects deployment helped us change that.**

Moreover, each report is constructed during the weekend's update of the lab's Oracle financial system, and made instantly available over the web for viewing on Monday morning. That means project managers and financial analysts are conducting needed analysis rather than consolidating data by hand.

Sandia Cuts Reporting Time and Improves Analysis Capabilities

Business Objects helped Sandia's financial analysts get back to analyzing. The 2,200 managers responsible for Sandia's varying critical national security projects download all the data they need to stay on top of their projects with just a few clicks.

That same task used to take even the most expert analysts 30 minutes or more. Moreover, BusinessObjects Web Intelligence provides ad hoc querying capabilities to drill down for further information.

In addition, support for extensible markup language allows users to download data and feed it into spreadsheets for further analysis.

Collectively, these benefits are helping Sandia do its best work in keeping the world safe. *"Our mission is critical. Failure is not an option. That means even the smallest details must be handled with the greatest care —even details such as financial management,"* concludes Pullen.

About Sandia National Laboratories

→ **Activity:**
R&D laboratory

Sandia is a multiprogram laboratory operated by Sandia Corporation, a Lockheed Martin company, for the U.S. Department of Energy's National Nuclear Security Administration. Sandia has major R&D responsibilities in national security, energy and environmental technologies, and economic competitiveness.

CHALLENGE

→ Provide all concerned organizations with general information and detailed data on health expenditures to manage their resources more efficiently

SOLUTION

→ BusinessObjects Data Integrator

→ BusinessObjects Application Foundation

→ BusinessObjects Web Intelligence

BENEFITS

→ Lower costs, due to improved databases

→ Real-time access to comprehensive and updated information and to analyses offering different drill-down levels

→ Improved quality of service offered to the public and more efficient cost management

"When we finish this project, we'll have sets of information that we never had access to before. We'll be able to run cross-checks that would be unthinkable today, which will allow the Italian Ministries of Health and of Economy and Finance to make better informed decisions regarding health expenditures and make more efficient use of available resources."

Luciano Consorte, Technical Support Manager, Sogei

More Efficient Management of Health Expenditures

Sogei, an IT organization, is under the umbrella of the Italian Ministry of Economy and Finance. Originally created to set up and manage the tax information system, in 2004 it was also entrusted with developing the health expenditures control system following the measures taken by its governing ministry, in collaboration with the Ministry of Health and the Ministry for Innovation and New Technologies.

The Ragioneria Generale dello Stato, Italy's central accounting department, was in need of innovative instruments to control health spending. Health expenditures are the government's second largest budget item after national health insurance. An agreement to conduct the project was concluded with the Agenzia delle Entrate, which in turn called on Sogei to design, build, and manage the system. Sogei makes strategic use of the information and communication technologies during all management phases, at both the technical and organizational levels.

The objective is to become more familiar with the make-up of health expenditures. Until now, the administration had only partial or aggregate statistical data.

However, it's crucial that it obtains detailed data on the respective shares of medication, exams, and visits in health expenditures.

To identify any waste, it's necessary to know how expenditures are interrelated to eliminate dysfunctions and release funds for allocation to other sectors. The idea is not to reduce expenditures: it's to streamline them.

Health Card Reduces Errors, Cuts Costs

There are several phases in the project. First, a connection needed to be established between all the health facilities in Italy using a computer network that would then allow data collection in digital form. Each citizen will receive a health card, and in a second phase, the prescription model used by physicians will be entirely redesigned. Then the statistical tools used as decision aids will be deployed in all the concerned organizations.

> **"We've been using Business Objects products for a long time, but it's the quality of the support provided by its services division that won us over. For us, we're not just buying a product. We've found a partner that is able to design a project and implement a prototype, and to work with us to realize our initial vision."**

Issuing the health card required a lot of ground-work: the databases had to be aligned with the available files. The system now compares the national tax register (Anagrafe Tributaria), which contains more than 60 million entries, with the personal identification files of each town, and then with the files of the beneficiaries registered with the local health branches (ASLs). This prevents duplications and errors when identifying the persons who are entitled to national health insurance. The savings made as a result of this phase are already substantial—in the tens of millions of euros.

"We'll have a wide variety of information that we've never had access to before. In addition to the files of all national health insurance beneficiaries—both Italian and foreign—we will have access to the files listing persons who are exempt from contributions, physician and pediatrician files, and the files of all certified health facilities—while ensuring complete confidentiality."

Access to Data Improves Efficiency

The data will provide important evaluation information to all the organizations involved in these expenditures. They will be able to run cross-checks, allowing the Ministry of Health and the Ministry of Economy to spend its money more efficiently and implement more informed policies.

All this wasn't possible before, since so little information was available.

"Business Objects gives us the business intelligence tools we need to make projections and produce statistics per territory, sex, age, physician, local health branch, region, province, etc. The possibilities are infinite. Imagination is the limit. We also use Data Integrator to extract and consolidate data, Application Foundation to create dashboards, and Web Intelligence to distribute the information via our portal."

Users will have the data for their field of expertise. Institutional reports will be sent to all the official organizations—Ragioneria Generale delle Stato, Agenzia delle entrate, the Ministry of Health—and to the regions, towns, and ASLs. Each pharmacy will be able to view prescriptions received, incorrect prescriptions and fake prescriptions, expenditures, and reimbursement sheets. Physicians will be able to access their data via the portal, and display an anonymous comparative analysis of the sums involved and types of their prescriptions and those of their fellow physicians. Health facilities wiÏl also have the instruments needed to monitor their expenditures. Lastly, ASLs will view both comprehensive data and detailed data on physicians, pharmacies, and health facilities.

About Sogei

→ **Activity:**
Service firm

→ **Date founded:**
1976

Sogei was founded in 1976. Its mission was to set up and manage the information system for the Italian Ministry of Economy and Finance. Since 2004, Sogei has also been one of the main players in the implementation of the health expenditure control system, a measure decided by the Ministry of Health and the Ministry for Innovation and New Technologies, to more efficiently use the resources allocated to health.

Staffordshire Police Force

CHALLENGE

→ Staffordshire Police Force required a single reporting infrastructure for a consolidated view of up-to-date information that would support tactical and strategic decision-making and drive performance improvements. It was also required to provide regular performance statistics to the government

SOLUTION

→ BusinessObjects and BusinessObjects Web Intelligence, to more than 1,700 users

BENEFITS

→ Access to real-time performance information allowing it:
- to maximize operational effectiveness
- to reduce crime
- to provide status reports to the government

→ One of the largest performance improvements of any police force in the UK

"Business Objects business intelligence solutions provide Staffordshire Police Force with a detailed understanding of crime and enable us to maximize operational effectiveness. As a result, we have had significant performance improvements and are now one of the top-performing UK forces".

David Swift, Deputy Chief Constable, Staffordshire Police Force

Staffordshire Police Needed to Improve the Accuracy and Availability of Information

Located in the centre of the UK, Staffordshire Police Force has to respond to a full range of both urban and rural crimes. The force is committed to creating a "Safer Staffordshire" by reducing crime and the fear of crime, promoting community safety and increasing public confidence in the justice system.

In order to achieve these goals, performance-led policing has become increasingly important in recent years, enabling a police force to become more proactive and concentrate resources in the most appropriate and efficient manner to address specific areas of criminal activity. This shift has been encouraged by the UK government's introduction of comparative performance statistics targets. These are designed to deliver police force accountability and support both national and local policing strategies.

Performance targets include call handling and response times to emergency calls, as well as improved personal safety and reductions in drug-related crime, vehicle crime, burglary and public disorder. In addition, police forces must provide regular performance reports to the government.

To successfully introduce intelligence-led policing and to meet high standards of government performance targets, Staffordshire Police needed to improve the accuracy and availability of information throughout the Force. *"To determine resource allocation and maximize operational effectiveness requires access to real-time information,"* said Superintendent Kevin O'Leary. *"Furthermore, the development of tactical and long-term strategies to address specific criminal activity demands accurate analysis of up-to-date crime figures."*

Real Time Reporting and Performance Management

In common with other police forces, Staffordshire Police has a multiplicity of legacy systems, all of which include vital information required for performance monitoring. In addition to Command and Control, which is the core application used to manage emergency calls, information is held within Custody, Crime, Human Resources, Case Preparation and Firearms applications, along with many others.

Staffordshire Police wanted to create a consolidated information platform based upon a single reporting technology. This could then be used to deliver a consistent view of information to a wide range of users across the organisation.

Staffordshire Police turned to Business Objects business intelligence (BI) solutions and has deployed BusinessObjects and WebIntelligence, the integrated information query, reporting and analysis solutions, to over 500 users. Ron Bentley, Development Manager, explains, *"Staffordshire Police already had existing experience of using Business Objects solutions and this, combined with its role as the reporting tool of choice for existing and future national police systems throughout the UK, made it the obvious platform to standardise on for information delivery within our local force."*

Improving Performance in Detecting and Reducing Crim

Information delivered by Business Objects BI solutions now underpins virtually every part of day-to-day policing at Staffordshire Police. Reports are refreshed at 8am daily, which means managers can monitor performance and set strategies accordingly based on up-to-date figures. This information is shared throughout the organisation from the Chief Constable to patrol officers.

"Prior to implementing Business Objects BI solutions, Command and Control reports were not available until three days after month end, while standard internal performance reports could not be delivered until three or four weeks after month end. Today, consolidated information is delivered on the first day of the month, while users also have access to real-time Command and Control information," says Bentley.

Key benefits include:

- Performance measurement and management: Daily information analysis and reports are used to track overall force performance, both in incidence of crime and detection rates. If targets are not being met, then senior staff receive alerts enabling them to take appropriate action, such as redirecting resources towards a specific area.

- Maximised resource allocation: Detailed analysis of crime trends has led to a change in shift patterns for staff, particularly for specialised roles such as Scene of Crime Officers, to ensure their availability at peak crime times. In addition,

Staffordshire Police can identify activities that prompt frequent police calls and demand disproportionate amounts of time, such as non-serious incidents at supermarkets or nightclubs. This type of crime deflects resources from other activity. By identifying these problems, the Force can enable these organisations to deal with more minor issues themselves, freeing up police officers' time and further improving staff effectiveness.

- Individual officer analysis: Information regarding individual officers such as days worked, crimes attended and solved, proportions of arrests versus cautions, can be monitored and used for appraisals and development. It also ensures that officers treat the public consistently when they are brought into custody.

- Reports for the government and other third parties: Staffordshire Police can now easily provide monthly, quarterly and annual performance reports, covering over 20 key performance indicators, to the government. It also shares information with third parties, such as the county council and fire service, to support Crime & Disorder Reduction Partnerships.

"Business Objects BI solutions are enabling us to drive performance improvements. Staffordshire Police Force now spends more time analysing rather than collating information and users can drill down to attain detailed understanding and highlight underlying trends in crime," says Bentley.

Indeed, this information availability has led to Staffordshire Police achieving the largest performance improvement of any force in the UK last year. *"We run under the National Intelligence Model, which means we target officers into specific areas rather than operate a random patrol,"* explains Superintendent O'Leary. *"Business Objects supports this intelligence-led policing and has been instrumental in improving Staffordshire Police's performance in detecting and reducing crime. As a result, we are now amongst the top few forces in the National Police performance league table and have set a precedent for the rest of the country."*

About Staffordshire Police Force

→ **Activity:**
Police Force

Located in the centre of the UK, Staffordshire Police has 3,950 staff, including 2,300 police officers that look after one million residents. The Police Force deals with over 330,000 incidents per year, responding to a full range of both urban and rural crimes. The force is committed to creating a 'Safer Staffordshire' by reducing crime and the fear of crime, promoting community safety and increasing public confidence in the justice system.

Université du Québec à Montréal

CHALLENGE

→ Consolidate independent student data and remove data inconsistencies

→ Provide employees with a single, easy-to-use, and coherent view of data in order to understand trends and plan accordingly

SOLUTION

→ BusinessObjects XI: BusinessObjects Web Intelligence, and BusinessObjects Data Integrator give users a single, integrated view of the business

BENEFITS

→ Gave employees easy-to-use access to critical data via the web

→ Allowed UQAM to centralize all student data on a university-wide system

UQÀM

"Finally, we can access data we desperately needed to see. And we can get it faster than ever before."

Lise Carriere, Director, Institutional Research, Université du Québec à Montréal

UQAM Needed to Consolidate Data on Over 40,000 Students

To remain competitive and continue attracting first-rate students and professors, Université du Québec à Montréal (UQAM) needs to understand student population trends. The university closely monitors and tracks the lifecycle of each of its 40,000 annually enrolled students from application to graduation. It also stores historical data on alumni and applicants. All data—kept for future planning and analysis purposes— accumulates rapidly.

With tens of thousands of current and potential students each year, it's no small task to maintain data in student lifecycle files and grant hundreds of users access to student data. But UQAM stored its data in disparate systems, and could not provide users with a single, coherent view of the data—users received different results depending on which system they used. UQAM also had a difficult time tracking database errors.

"It was a mess," says Carriere. *"We really needed to improve decision making by making data easily accessible to users and administrators."*

BI Gives UQAM Single View of Critical Information

UQAM chose to go with the following solutions from Business Objects — BusinessObjects XI, BusinessObjects Web Intelligence, and BusinessObjects Data Integrator. Data Integrator gives end-users across the university a single, integrated view of the business. Data contained in UQAM's operational systems is seamlessly loaded into the data warehouse without complex coding. BusinessObjects XI gives the university a variety of key new features, including unmatched integration with Microsoft Office. Most importantly—because UQAM users have varying degrees of technical skills—the products are all easy to learn.

> **" I gave a training session on Web Intelligence, and all attendees were quickly able to learn basic functions, such as drilling down in reports for more detailed information. Based on that session, I know I will have no problem moving casual users into the power user category. "**

UQAM Improves Service to Students and Professors

With business intelligence (BI) from Business Objects, hundreds of university employees have easy web-access to student data. They can proactively plan new programs, address enrollment or attrition rates, and create strategies to further ensure student success. Soon users will have the ability to combine student data with research data —including professor grants and human resources data—allowing them to look into student financial support. And all data in the operational systems will be linked to the data warehouse—giving end-users an in-depth look at what's going on within the university.

Carriere is relieved the beta deployment has satisfied university employees' desire for data insight: *"We can finally access data we desperately needed to see. And we can get it faster than ever before."*

UQAM has also adopted the balanced scorecard approach and plans to add BusinessObjects Dashboard Manager and Performance Manager to its BI toolkit. Once in place, employees will be equipped with relevant, at-a-glance metrics—like student trends—displayed in convenient dashboards, charts, and scorecards.

About Université du Québec à Montréal (UQAM)

→ **Activity:**
University

→ **Staff:**
40,000 students and 3,000 professors

UQAM is a public French-language university located in Montreal, Canada with an international reputation. It employs more than 3,000 professors, lecturers, and support staff and welcomes students from a wide variety of linguistic and cultural communities. The courses are in French, except for language courses.

University of Michigan Medical School

"Our users enjoy the way Crystal Xcelsius marries graphics and numbers, and allows us to toggle back and forth between the two. Another appealing function is the slider buttons that are critical in building what-if scenarios."

Bill Eiger, Executive Director for Administration and CFO, University of Michigan Medical School

The School's Financial Situation is Difficult to Assess

The University of Michigan Medical School (UMMS) has provided training to doctors and scientists for over 150 years and is consistently ranked as one of the top medical schools in the United States. UMMS has approximately 1,800 faculty, 1,000 residents and fellows, 680 medical students, 350 graduate students, and a yearly budget close to $1 billion.

However, with a budget that large, traditional budgeting processes are not easy to implement. Furthermore, UMMS, like many other medical schools, operates as a collection of silos, with each discipline principally concerned with its own vertical structure. Funding and budgeting issues for the different units were kept separate, which led to significant fragmentation of management processes between departments.

Because of these factors, it was difficult to know where the school stood financially, which made planning on the department and school level extremely difficult. For example, budget meetings between the dean of the UMMS and department chairs became arduous because most of the time was spent

on trying to reconcile the different financial figures for each department. According to Eiger, *"Instead of using the time to plan for short-term and long-term objectives from one set of financial data, the department chairs and the dean had to waste time comparing all the different numbers. And, because units defined metrics differently, they were not on the same page about which metrics to measure and how to measure them."*

Eiger and his team then proposed that the school move to a uniform reporting system in which all departments tracked the same key performance indicators (KPIs). In addition, they wanted to find a solution that would give the dean or any department chair an at-a-glance view of the school's performance on a variety of KPIs. They also wanted the department chairs to have the ability to drill down into more specific metrics for each department.

A More Interactive Budgeting Process With Crystal Xcelsius

Because the university had already standardized on business intelligence (BI) solutions from Business Objects, Elger looked to Business Objects again for help in creating an interactive dashboard to track KPIs.

> **" Our old reports produced a lot of data that was dry and not very useful in highlighting trends or focusing on key performance indicators. As soon as we saw Crystal Xcelsius, we knew we had found the right product to give life to our reports. "**

The school chose to deploy Crystal Xcelsius to make the reporting process more interactive.

Crystal Xcelsius was extremely easy for the school to implement. In fact, Elger and his associates had the school's staff fully running an application built on the product in about five months. Now the system pulls data from multiple sources, including a data warehouse; the billing office—including RVU information that ranks the level of technical difficulty of medical procedures undertaken by the staff; and the National Institutes of Health website—which helps compare how the university is performing relative to other institutions.

"Our users enjoy the way Crystal Xcelsius marries graphics and numbers and allows us to toggle back and forth between the two. Another appealing function is the slider buttons that are critical in building what-if scenarios," adds Eiger.

Mission-Critical Data Available at a Glance

With Crystal Xcelsius, UMMS and its department chairs are better able to view critical data at a glance—such as research rankings, research grant information, and research space, among many other factors—and to drill down into the interactive dashboards for more information.

For example, with the dashboard created in Crystal Xcelsius, users have the ability to view the current research portfolio and perform what-if scenarios around the number or dollar amount of grants to see how changes in the portfolio might change the unit's research ranking.

The dashboard is also extremely valuable in figuring out how well research space is being used. In most cases, research requires a subsidy to cover all costs, so using the research space effectively is very important to keeping those costs under control. The dashboard provides a tool that has three variable factors that a user can manipulate, which shows the amount of direct research dollars that are required to support a given number of square feet. Formerly, this was a manual process—or, in many cases, these calculations were not performed at all, and decisions were made blindly without the data.

With Crystal Xcelsius, users have critical data at their fingertips—allowing them to make more informed decisions. In the future, Eiger hopes to roll out an email alert system using Crystal Xcelsius reports. If a KPI falls outside a predetermined range, an email will go out to the specified user.

About University of Michigan Medical School

→ **Activity:**
Medical school

→ **Sales figures:**
$1 billion

→ **Staff:**
1,800 professors and 680 medical students

→ **Date founded:** 1848

University of Michigan Medical School has been recognized nationally as a premiere site for state-of-the-art research activities, innovative medical education, and pioneering clinical care since its inception in 1848. The first professional school at the University of Michigan, the Medical School, admitted its first class of 91 students in 1850 and has awarded almost 18,000 M.D. degrees in the past 150 years, as well as educating thousands of residents and biomedical researchers.

"With more than 10 years' experience in business intelligence projects, we offer our customers innovative, high added-value solutions tailored to their needs. Our business skills, technological expertise and effective project methodology ensure successful results."

THIERRY LENOIR, BUSINESS INTELLIGENCE DEVELOPMENT DIRECTOR

SUCCESS STORY

Vaucluse General Counsel

"We build a business intelligence information system together that can be used to organize easy, quick and secure access to all the department's reliable and relevant information. As part of a broader management and modernization policy, this project offers each manager the monitoring, decision-support and exchange tools required for the strong performance and quality of the public services provided by the General Counsel."

CHRISTOPHE RUPRICH-ROBERT, VAUCLUSE GENERAL COUNSEL, ORGANIZATION, INFORMATION SYSTEMS AND CONTROL DEPARTMENT

For the General Counsel of Vaucluse, a French regional government agency, the initial objectives were ambitious:

• Design, structure, and implement a global BI approach within two years

• Build the tools allowing efficient business exchanges between general management and the operational departments

• Disseminate a public action management approach across the organization

• Identify all indicators used and organize them

Several factors played in favor of the supplier, Eurinfo:

• Capacity to ensure both consulting and building

• Pragmatic, tailored approach

• Capacity to innovate and share this innovation

• True understanding of business needs

• Scalable solutions

• Creation of value in projects conducted

• Experienced consultants

• Business Objects Certified Training Center for all products

In less than 18 months, the results are tangible:

• The vocabulary and information management expectations are clarified through a global BI project

• An indicator repository is available and enriched each day

• The monitoring dashboards used by General Management and the other departments have been built

• Many users are trained on all relevant Business Objects tools

About Euriware

→ **Activity:**
Consulting, systems integration and "evolutionary" outsourcing

→ **Sales figure:**
€37 million in 2005

→ **Staff:**
2,000 people in France, more than 40 people on BI

→ **Date founded:**
1991

Euriware is a leading consulting and IT services group. It offers its customers solid expertise based on the successful combination of its three core businesses: consulting, systems integration, and "evolutionary" outsourcing. Euriware's strategic lines of business meet the needs of its major customers, helping them to improve their business performance, to manage product lifecycles and data, to ensure the security of their information systems, and to integrate their ERP tools. Euriware's industrial approach ensures successful projects, controlled innovation, and ongoing improvement plans. Euriware is a 100%-owned subsidiary of Areva, an energy expert. By acquiring Eurinfo, Euriware is developing business intelligence and confirming its partnerships, namely with Business Objects.
For more information: www.euriware.fr and www.areva.com

Share our customers
business intelligence successes

Business Objects

Amphaz

CHALLENGE

- Simplifying the management information system's maintenance

- Optimizing the Business Objects platform's productivity and performance

SOLUTION

- Migrating from BusinessObjects Version 5 Client-Server to BusinessObjects XI Release 2 Full Web

- Overhauling the repository to homogenize and simplify the architecture

BENEFITS

- A migration that has boosted BI projects at the Versailles City Council

- A platform that closely meets users needs

CASE STUDY

Versailles City Council

Need to Improve Performance

A city's missions are as varied as they are numerous. More than 150 different occupations are involved in delivering public services that citizens come to expect. Given the absence of an integrated business software solution, the city's information system is unavoidably complex.

For the Versailles City Council, the above situation led to all sorts of vertical information management environments in which each application had its own separate infocenter and universe. In line with its policy for ongoing modernization, the city sought to optimize its business intelligence tools.

On the basis of this new technical foundation, it effectively developed its most strategic management tool yet for managing the total wage bill.

A Management Information Architecture to be Improved

Organized into silos, the former information management system was inadequate in terms of both the management and the design and maintenance of decision-support environments, faced with the multitude of documents created and used by the users.

Difficult both for business users and for the IT department, this problem brought about a situation in which the reporting tool was less and less used, quite simply because it was considered too complex by end-users.

The Versailles City Council thus decided to implement new business intelligence tools to meet users' needs, while streamlining its reporting processes and providing each employee with self-service access to reporting tools through an intuitive interface.

A Comprehensive, High-Performance Information Management Platform

Subsequent to a technical audit and recommendations on its information management architecture, an inventory of all the business universes and documents was conducted with the city council's users.

The purpose of this inventory was a complete overhaul of the system by merging the two Business Objects repositories that coexisted beforehand.

An incremental migration of the universes and BusinessObjects documents was decided on to maximize the tool's availability during the migration phase, and to avoid disturbing users in their daily reporting tasks.

Support was provided to the technical teams and users to help them become acquainted with their new environment.

After testing the beta version in its business context, the Versailles City Council became one of the first city councils in France to migrate from BusinessObjects 5 client/server to BusinessObjects XI Release 2 Full Web as soon as the product was launched in late November 2005.

BusinessObjects XI Release 2, Cornerstone of the Management Information System

The Versailles City Council decided to migrate to BusinessObjects XI Release 2 because the tool meets the needs of all its users, given its wide range of features on the one hand, and the platform's performance and robustness on the other hand.

The IT teams are also satisfied with the gains this new version brings, since it simplifies the platform's maintenance and administration considerably. Better still, contracting authorities are once more taking on functional projects that only recently were considered as overly technical.

General management at the Versailles City Council has also been won over by the implementation of BusinessObjects XI Release 2, since it has allowed them to streamline reporting, and gradually regain the confidence of its users.

The Migration to BusinessObjects XI Release 2

Release 2 confirmed the tool's effectiveness, making it the foundation of the Versailles City Council's information system, and on which a data mart dedicated to managing the total wage bill has been created.

While this strategic operation has just started to deliver results, every indication is that this information management platform promises a fast return on investment.

About the Versailles City Council

→ **Activity:** City Council
→ **Population:** 88,476 (PR 1999)
→ **Number of municipal employees:** 1,900

→ **Area:** 2613 hectares, 30% of which is managed by the City (the remainder by the French Ministry of Culture [for the chateau and its domain], the national forestry office, and national defense). 14 m² of green space per inhabitant (22 town squares, 8 public gardens, 2 tree-lined walks, 3 parks).

PSA PEUGEOT CITROËN

"Business Objects is a key aid for making everyday decisions, and it becomes mission-critical when we need to anticipate general trends such as massive departures of senior employees and their replacement, or to prepare our annual negotiations properly."

DANA

"Business Objects has proved so successful for the finance, legal, and engineering teams, that we are continually expanding the deployment into other areas of the organization."

Graniterock
graniterock.com

"Someone once said, 'IT is not a strategic differentiator.' At Graniterock, we believe otherwise. And we believe that Business Objects software is offering us strategic differentiation in our industry."

National Gypsum COMPANY

"The integration of Business Objects with our existing Microsoft platform led to customers preferring our products because now we're easier to do business with than the other guy."

#3 Manufacturing

IMPROVING PERFORMANCE IN MANUFACTURING

The goal of today's manufacturing companies is to be recognized as world-class manufacturing organizations. This status demands an agile enterprise that is always one step ahead of the competition.

To ensure a competitive advantage, manufacturing companies need to cultivate a responsive environment and deliver major improvements in lead time, product quality, and lower production costs.

Many of our manufacturing customers are using our business intelligence solutions as part of their strategic approach to attaining world-class status. They're streamlining the information flow both across the organization and through the tiers of the supply chain, to reduce cycle and manufacturing times and to adapt quickly to market changes.

Business Objects solutions help manufacturing companies, enabling them to:

→ **Improve** customer relationships **and increase** their value

→ **Respond quickly** to changing markets and company sensitivities

→ **Accelerate** new product time-to-market

→ **Reduce inventory investment**

→ **Improve planning and scheduling**

→ **Maintain and develop quality assurance**

→ **Improve the procurement cycle**

→ **Intelligently select and apply world-class techniques**

Arch Sayerlack Coatings

CHALLENGE

→ Fully exploit corporate data by converting it into reliable, accurate information

→ Monitor operational efficiency

→ Help understanding of phenomena and accelerate decision-making

SOLUTION

→ Oracle server and database for Microsoft Windows 2003 environment, Italian ERP on AS/400 platform, Oracle (data warehouse) and SQL Server (data mart) infrastructure for business intelligence

→ BusinessObjects client-server, BusinessObjects Scheduler for report updating and automatic distribution, BusinessObjects Web Intelligence, BusinessObjects Dashboard Manager, and BusinessObjects Performance Manager

BENEFITS

→ Greater operational efficiency

→ Ability to perform analyses without calling on IT

"We decided to implement a business intelligence system to satisfy a whole series of requirements. Today, by analyzing corporate data, we can understand how phenomena evolve, and evaluate and monitor the performances of all our functional units, so we can make more informed decisions. In addition, having access to reliable and accurate data helps improve the consistency and value of our database."

Gianni Raspanti, IT Director, Arch Sayerlack Coatings

Converting Data Into Quality Information

At Arch Sayerlack Coatings, business intelligence (BI) has been successfully implemented thanks to a large-scale project launched in 2001. Initially, there was a need to exploit the company data more fully to provide information managers with reliable and accurate information, to make it easier for them to understand certain phenomena, and to make decisions while allowing performances and process efficiency to be monitored and evaluated.

"Once the objectives and content of the project were defined, it was time to choose the product, which had to be feature-rich, secure, and scalable. We needed a product that could be adapted to our future requirements, because, by definition, business intelligence projects evolve constantly as a company develops."

Before the project design phase, several other steps turned out to be critical: management had to commit to the project, the company's management system had to be reviewed to ensure that it contained all the key information, the person in charge of informing and involving the users in the various project phases had to be chosen, and

a global view of the project that would take account of the inevitable organizational changes had to be developed.

Gradual Implementation

The project began with a series of interviews with management to identify key performance indicators (KPIs) and define the reports and dashboards needed. Based on this preliminary work, the data warehouse architecture was defined and then developed. The next step consisted of identifying the various user categories according to their functions in the company, and more particularly the key users, i.e., those for whom training was considered fundamental to allow them to perform analyses without calling on IT.

For more than two and a half years, Arch Sayerlack Coatings has extended BI to all its functional entities and has created data marts for highly specific analyses, such as quality control and customer satisfaction.

"The purpose of extending BI to every corporate function was clear from the outset, but the project was conducted in successive stages. This allowed us to quickly achieve results."

> **Today, the company's functional units handle their own analyses. In the IT department, we collect the information requests, build the appropriate universes, and define the indicator semantics. Then we pass the job on to the key users, while giving them the technical support and assistance they need to perform highly sophisticated analyses.**

The system has continued to evolve over the past few years. Given the growing demand, after BusinessObjects client-server, which was the initial solution, Arch Sayerlack Coatings acquired the Scheduler module. This module automatically updates reports at night and distributes them. Since there was an urgent need to distribute the reports via the internet, the company also acquired Web Intelligence.

More recently, Sayerlack has implemented scorecards to measure its performance. But beyond these tools, which are used for fine-grained analysis, a summarizing instrument was needed to inform management of critical phenomena in real time.

Fine-Grained Self-Service Analyses

Today, Sayerlack Coatings can analyze the data of all its functional units. Sales division employees conduct global analyses on customers and product ranges and control the ordering-shipping-invoicing cycle from end to end. At the administrative and management control level, the analyses concern credit and the differences between estimated and actual payment times. Production has detailed reports per product type and category. Purchases are also analyzed using models that simulate the impact of raw material price rises on costs. In fact, the company has implemented business data marts to conduct highly specific analyses, for example concerning quality control and customer satisfaction.

The company also closely monitors its delivery times, percentage of new customers, customer segmentation, etc.

"It's important to choose the right technology partner. They must have both technical and business process skills."

Significant Results

Arch Sayerlack Coatings can precisely measure the advantages of its BI system: faster collection of figures for determining the monthly result, fewer resources mobilized for this operation, and more receivables collected, thanks to the relevance of the information provided by the finance department for credit control. The steady rise in the number of licenses and the frequency and time of BI system accesses are also key indicators.

"I think that a good distribution indicator system is important to check the success of a project. But I also believe that the most important advantages are the least tangible ones—those stemming from the quality of technical support and from management's capacity to translate information provided by the BI system into actions. Our real objective is to produce information of excellent quality that management can then use to ensure the company's success."

About Arch Sayerlack Coatings

→ **Activity:**
Manufactured goods

→ **Sales figures:**
€105 million

→ **Staff:**
350

→ **Date founded:**
1954

Sayerlack was created in 1954. It specializes in the production of paints for wood. In August 2002, it joined the international chemical group Arch Chemicals, becoming Arch Sayerlack Coatings S.r.l., the group's world headquarters for its core business. With two production units and 350 employees, Arch Sayerlack Coatings generates €105 million in revenues, of which 58% is from the Italian market and 42% is from 72 other countries.

Charter Manufacturing

CHALLENGE

→ Integrate and cleanse data from two different sources

→ Track KPIs more easily and on a daily basis

SOLUTION

→ BusinessObjects Data Integrator and BusinessObjects Web Intelligence were intuitive and eliminated a steep learning curve for users

BENEFITS

→ Gave users insight into KPIs

→ Streamlined reporting process

"We chose Business Objects because the learning curve of Data Integrator was much easier, and it was easy to use. There was also greater integration with our existing Business Objects products."

Tony Bares, Manager, Information Technology, Charter Steel (a division of Charter Manufacturing)

Charter Needed to Clean and Consolidate Data

Charter Manufacturing and its divisions are recognized by customers as the industry leader in real-time, cost-effective, and just-in-time (JIT) delivery. To remain the industry leader, Charter Steel, a division of Charter Manufacturing, wanted to build a data warehouse—and quickly—to better track customer, product, inventory, and shipping information. Charter had two disparate data sources and needed a solution to clean and consolidate its data into a central warehouse. It also needed an easy-to-use, enterprise reporting solution with a quick end-user learning curve.

Data Integrity Improves Customer Service

Charter chose to deploy BusinessObjects Data Integrator and BusinessObjects Web Intelligence. Data Integrator allowed Charter to streamline the process of extracting data from two different databases, and to integrate it into a single data warehouse.

Data integrity is invaluable in the manufacturing industry because precision is imperative. Charter Steel requires exact insight into how much product is shipped, and exactly when it is shipped. It needs to ensure product arrives precisely when its manufacturer-customers need these parts to assemble their products—no earlier and no later.

> " We were looking for a business intelligence solution that would help us reduce development time, profile and clean up our data, and make it more consistent. "

In addition, Charter Steel uses Web Intelligence to provide an easy-to-use interface for its employees to retrieve reports. Now employees have real-time access to customer order status—and as a consequence, can provide superior customer service.

Less IT Resources, Less Development Time

The greatest benefit, according to Bares, will be the ability to *"identify key performance indicators for the business. We'll be able to report on these in a more timely fashion."* As a result of using solutions from Business Objects, Charter Steel also expects to experience a significant reduction in development time—saving IT resources.

Charter Steel can ensure continued success and optimal customer service levels by quickly offsetting any low-performing key performance indicators (KPIs). Some KPIs for Charter include customer service levels and cost-savings, or inventory-holding costs incurred by the customer, and JIT delivery. The ability to measure, on a daily basis, how the company is performing relative to its KPI goals enables Charter Steel to remain an industry leader.

About Charter Manufacturing

→ **Activity:**
Iron and steel industry

→ **Date founded:**
1936

Founded in 1936, Charter Manufacturing is a privately owned holding company for an integrated family of American manufacturers that operates steelmaking, rolling, processing, and forming facilities at seven locations in Wisconsin and Ohio. Headquartered in Mequon, Wisconsin, Charter supplies its products to hundreds of supply-chain customers.

Dana Corporation

CHALLENGE

→ Meet Sarbanes-Oxley (SOX) requirements

→ Provide executives with at-a-glance views of business information

SOLUTION

→ Advance reporting features of BusinessObjects gave Dana Corporation a single, trusted source for information

BENEFITS

→ Gave top-level executives views of legal, sales, and compliance data

→ Internal audit staff is able to meet SOX requirements

"Previously, we didn't have the ability to present our sales figures to executives in a user-friendly way. We had to go to many sources to get figures and metrics. Now we have one source of information across the company."

Tim Williams, Technical Services Analyst, Dana Corporation

New SOX Requirements Demanded Better Data Management

Based in Toledo, Ohio, Dana Corporation designs and manufacturers automotive parts for every major vehicle producer in the world. With 46,000 people in 28 countries—and reported revenues of $9.1 billion in 2004—keeping track of critical company data is no small task for Dana's management team and other employees. In addition, with the Sarbanes-Oxley (SOX) Act signed into law in 2002, it's now more important than ever before that corporations like Dana have the ability to closely monitor financial data and assess any potential risks.

Dana Corporation's IT staff decided look for a tool to help track important company data, meet SOX requirements, and keep top executives informed. *"We wanted to keep corporate officers informed on where we stand with customers, sales, revenues, and other data,"* says Williams.

BI Enabled Easier Access to Data

Dana Corporation deployed BusinessObjects Enterprise, BusinessObjects, BusinessObjects Web Intelligence, and Dashboard Manager across various departments of the organization—including legal, sales, engineering, and finance. Currently, Dana has approximately 550 employees using Web Intelligence to access reports, 30 users designing reports, and four power users of BusinessObjects.

Most importantly, BusinessObjects is helping Dana Corporation meet SOX requirements. Now executives and the management team can review reports on the number of potential risks per facility or division, along with their status—open, in remediation, or closed—and drill down into reports for more detailed risk information.

Dana's internal audit staff also uses BusinessObjects for reporting on testing and auditing information, and for sharing data with external auditors.

> **The BI solution from Business Objects has proved so successful for the finance, legal, and engineering teams, that Dana Corporation is continually expanding the deployment into other areas of the organization.**

In addition to using business intelligence (BI) from Business Objects for compliance issues, Dana is also using the solution to track sales, legal, and engineering data.

SOX Requirements Met, Better Business Decisions Made

With Business Objects, Dana Corporation is able to successfully meet SOX requirements and provide management and top-level executives with valuable company information to help them make better business decisions.

The BI solution from Business Objects has proved so successful for the finance, legal, and engineering teams, that Dana Corporation is continually expanding the deployment into other areas of the organization.

Williams adds, *"We recently completed a project that's tracking all of our new business coming down the pipe, so that an officer can look five to 10 years down the road to see what new business we have coming. This is helping officers track and forecast our revenues."*

Dana Corporation is also currently working on additional projects that will use BI from Business Objects—including a new system to report on key supplier information, and reporting on additional engineering metrics.

About Dana Corporation

→ **Activity:**
Automotive supplier

→ **Sales figures:**
$9.1 billion

→ **Staff:**
46,000

Based in Toledo, Ohio, Dana Corporation is a leading supplier of axle, driveshaft, engine, frame, chassis, and transmission technologies. Dana designs and manufactures products for every major vehicle producer in the world—in the automotive, commercial vehicle, and off-highway markets.

The ERAMET Group saw the overhaul of its legal consolidation system as the perfect opportunity to extend the new approach to its entire management system. It chose Micropole-Univers and the Crystal Enterprise solution for its financial and operational reporting system.

CASE STUDY

Eramet

The growing demand for financial transparency and increasingly complete reports required the Group to overhaul its legal consolidation system. Eramet decided to extend the new approach to its entire management system, beyond financial reporting, to include **key operational performance indicators for all its leading company functions** (human resources policy, industrial safety control, factory and facility productivity, etc.) **at every organizational level**: corporate, branches, and companies.

Eramet also sought to address different user populations with specific needs in terms of information access and usages (accessing and browsing intranet screens, bulk printing of recurrent reporting books, etc.) in a uniform and secure manner.

Micropole-Univers worked **upstream on defining the reporting requirements:** relevance and consistency of indicators chosen, presentation of data (periods, level of detail or aggregation, format, type of graphics/charts), definition of

access and security rules according to user profiles and lastly, the rules for navigating between the various dashboards in order, for example, to drill down from a summary dashboard to more detailed charts.

Using the preliminary study, a **reporting solution based on Cartesis Magnitude for collecting and processing information, and Crystal Enterprise for designing the dashboards,** and on a customized Java portal for user access was built by the Micropole-Univers team.

Special emphasis was placed on the portal interface and on "encapsulation" within it of Crystal report publishing and printing features, as well as administrative features, in order to make them easy to use by nontechnical users.

Today, the reporting application distributes monthly (first batch) more than 100 reports to the group executive committee, the management committees, the corporate management committees and functional departments of its three branches, and to subsidiary managers.

About Eramet

→ **Activity:**
Mining and metallurgic group

→ **Sales figures:**
€2,712 million

→ **Staff:**
13,691

→ **Date founded:**
1963

A producer of nonferrous metals and their chemical derivatives, high-performance special steels, nickel alloys and superalloys, the Eramet Group is the world leader in all three of its lines of business: high-performance alloys and special steels, manganese, and nickel. Eramet's strategy is to continue growing in each of its businesses by drawing on the substantial complementarity and synergy between its activities: to be a long-term partner for its customers, known for the quality and reliability of its products and services, to ensure its shareholders a profitability comparable to that of its competitors, and to develop its teams' skills and motivation—constantly striving to improve working and safety conditions while contributing to protecting the environment.

Graniterock

CHALLENGE

→ Needed to extend reporting system to include RFID information and balanced scorecarding

SOLUTION

→ Crystal Reports easily integrated with the company's RFID tagging system and further improved the supply-chain process

BENEFITS

→ Improved inventory management and personnel performance

"Someone once said, 'IT is not a strategic differentiator.' At Graniterock, we believe otherwise. And we believe that Business Objects software is offering us strategic differentiation in our industry."

Steve Snodgrass, CIO, Graniterock

Reporting System Needed for Increasing Data and New RFID System

There's more to construction than pouring concrete. Running a successful construction enterprise requires the ability to track, manage, analyze, and report on an enormously complex mix of operational data. In fact, accurate and timely reporting is one of the biggest demands from the industry's customers and a key differentiator in terms of securing client jobs.

Founded in 1900, Graniterock has more than a century's worth of experience and success in the construction business. With 700 employees and 16 locations throughout Northern California, the company knows the importance of reporting—and wants to meet its ever increasing data needs. These needs include management and delivery of growing volumes of data to internal and external customers.

That's why Graniterock is expanding its use of Crystal Reports and delivering reporting needs via Crystal Enterprise as data content

increases with the use of radio-frequency identification (RFID) tagging and balanced scorecarding.

"Our Business Objects solution (Crystal Enterprise) covers the gamut in information delivery—from integrating with safety, vehicle compliance, and preventive maintenance programs, to reporting against PeopleSoft Enterprise One and PeopleSoft World financial data and helping to improve customer satisfaction levels. We rely on Business Objects products and are committed to using them to their full potential," says Snodgrass.

Users Gain Independence from IT

Graniterock's user base consists of finance, accounting, and sales departments—as well as senior and middle management, job project managers, and preventative maintenance planners throughout the enterprise.

"What's great about Crystal Reports is that we don't need our IT or finance and accounting departments to be the gatekeepers of data," says Snodgrass.

> " Crystal Enterprise has allowed us to do something very unique in our industry—and that's to cross over data from different product lines and operational systems. We use the flagship Crystal Reports as a reporting engine to tell us how many quotes and pricing documents are being generated by each location across lines of products. These reports provide us a wealth of information, including the ability to evaluate our employees via a balanced scorecard system. "

"Our group of users is very self-service and self-sufficient."

Not only is it easy-to-use, business intelligence from Business Objects integrates to multiple applications. Historically, the heavy construction industry has stored information in separate operational data silos.

Another example is the monitoring of the company's growing user and report base. Reporting against the Visual Basic 6 application, Graniterock is using RFID tags to collect data on inventory and supply movement. The RFID system processes the arrival and departure of trucks through its asphalt and quarry loading locations. With minimal human intervention, this system identifies the truck, project assignment, and weight for each load.

Graniterock uses Crystal Enterprise to manage the collected data, which is expected to grow exponentially with RFID tagging, and produce cycle-time reports. The system provides information on truck pick-ups and deliveries and creates the data points that allow customers to ask, for example, why one truck driver can finish a

cycle in a half hour and why another driver takes an hour to do the same job.

Automated Reports Boost Customer Satisfaction

The ability to report on the RFID system is extremely important to Graniterock and its customers. The company uses this information to determine transportation charges. These charges, based by the hour or the load, are a huge component of Graniterock's expense structure. The company can use this RFID tracking to normalize cycle times and ensure timely delivery of materials. Graniterock uses the information gathered to develop quotes and identify job sites. Then, additional report functionality built against the Visual Basic .NET application allows Graniterock to automatically email or fax sales quotes and job updates to customers.

"Customers like the fact that they automatically get their reports. It's a brand of loyalty that we couldn't otherwise provide to them," says Snodgrass. *"It's not only a great value-add, but also a capability that none of our competitors has."*

About Graniterock

→ **Activity:**
  Construction

→ **Date founded:**
  1900

Graniterock was founded February 14, 1900. The company has operations throughout Northern California in Santa Cruz, Watsonville, Cupertino, Seaside, Salinas, Gilroy, Hollister, Aromas, Felton, Oakland, San Jose, Redwood City, and South San Francisco. Graniterock Pavex Construction Division is a significant heavy-engineering contractor that builds roadways, and airport and private commercial and residential projects. Graniterock has also been the recipient of the Malcolm Baldrige National Quality Award and the Governor's Golden State Quality Award.

Hyundai Motor America

"With Business Objects, we can painlessly change the price, the cost, and the volume of sales—whenever we need to."

Jim Carter, National Manager of Financial Planning and Analysis, Hyundai Motor America

Needed a New, Efficient Way of Tracking Expenses and Creating Budgets

Since introducing Korean-made Hyundai vehicles to the U.S. market in 1986, independent automotive distributor Hyundai Motor America (HMA) has broadened its offering to seven models, including the compact Elantra and the award-winning Sonata. HMA delivers vehicles to 600 dealerships around the country, supporting the Hyundai Motor Company's mission to provide high-quality vehicles with "America's best warranty" at the lowest possible price. That formula has led to rapid growth in sales—from fewer than 100,000 units in 1998 to a projected total of 430,000 in 2004.

In addition to shipping cars to dealers and overseeing parts distribution, HMA manages large, multifaceted advertising campaigns and incentive budgets. Deadlines are tight, and the company's operations—from hiring new personnel to tracking expenses—have become more complex.

To gather expense data from its 200 cost-centers and create its annual budget,

HMA depended on Excel-based spreadsheets that required the finance team to link and consolidate as many as 500 individual files manually. *"Excel could do the job—but not efficiently enough to meet the timing of our executive review,"* says Carter. *"We realized that to continue to manage all of those budgets in Excel, we'd need an army of temps."*

Business Objects Customer Support and Ease-of-Use Exceeded Expectations

HMA's finance team identified three top priorities for a new accounting system: speed up data consolidation, streamline the job requisition process, and achieve greater insight into spending. *"Our decision to select BusinessObjects Budgeting, BusinessObjects Plan Reporting, and BusinessObjects Payroll Planning was based in part on the competitive price of the software. We also recognized that the company had a unique ability to understand our particular business needs—and to meet those needs effectively,"* says Carter, whose department produces HMA's monthly financial forecasts and analyzes new business ventures, in addition to creating the annual budget.

> **Business Objects gives us the capability to track our expenses by program to accurately gauge what we're spending and what benefits we can anticipate.**

"We had heard of the excellent Business Objects customer support, but its quality has exceeded even our expectations."

Hyundai Accelerates Budgeting Process

With Business Objects, HMA has been able to accelerate the budget process while improving the integrity of the data on which the budget is based. To determine the pricing of each of the products it sells, HMA must take into account manufacturing costs and sales volume, as well as model code, transmission type, engine size, number of doors, and other options. On the expense side, the company tracks shipping costs, import duties, insurance, and other expenses for each unit sold.

Given the complexity of HMA's revenue model, a key benefit of the new system has been the flexibility BusinessObjects gives managers to revise numbers as vehicle costs or other variables change.

Now HMA looks not just at how much is spent on each program, but also at subcategories of spending, such as the cost of the loaner car program or service manager training. Using performance management tools from Business Objects to track the specific costs within large programs enables HMA to identify and stop a common problem for enterprise budgeters: the "spending creep" that can inflate budgets. *"Within each departmental cost-center, we have up to 20 programs,"* Carter says.

About Hyundai Motor America

→ **Activity:**
Independent automobile distributor

→ **Staff:**
695 dealerships

Hyundai Motor America, headquartered in Fountain Valley, California, is a subsidiary of Hyundai Motor Company of Korea. Hyundai vehicles are distributed throughout the United States by Hyundai Motor America and are sold and serviced through 695 dealerships nationwide.

CHALLENGE

→ Optimize supply chain and improve customer-facing website to make information easily available

SOLUTION

→ Scalable and flexible BI solutions integrated easily with National Gypsum's Microsoft products already in place

BENEFITS

→ Improved information delivery across the entire supply chain

→ Increased customer satisfaction levels with new customer extranet

"The integration of Business Objects with our existing Microsoft platform led to customers preferring our products because now we're easier to do business with than the other guy. That's a very important part of what we do. On the supply-chain side, we've been able to reduce our costs by millions."

Mike Brannon, Senior Manager, Internet Technology, National Gypsum

A More Efficient Way to Track E-Commerce Data Was Needed

National Gypsum operates more than 40 facilities across the U.S. and Canada, working with business and retail customers. The company also owns and operates paper mills, gypsum mines, and quarries, as well as one of North America's most sophisticated and unique accredited independent testing facilities for full-scale fire, acoustical, and structural testing of building materials and construction systems.

For National Gypsum, strategic business intelligence (BI) is essential to support a thriving business in today's competitive climate. The company's e-commerce department faced the task of optimizing information distribution across the entire supply chain at the lowest possible cost.

"We have a lot of data—we continuously analyze the costs of manufacturing at various plants, and the costs of shipping to the warehouse or customer," says Brannon.

To track its manufacturing and financial information, the e-commerce team already used many large databases with a Microsoft platform, along with a portal server and analysis services from SharePoint. National Gypsum needed a BI solution that could integrate with the Microsoft solutions already in place, and an easy-to-use reporting tool that could improve access to information across the company.

Access and Consolidation of Disparate Data

According to Brannon, the deep integration of BusinessObjects Enterprise and Crystal Reports with Microsoft played a critical role in the deployment decision. Business Objects is a Microsoft Gold Partner and provides deep technical integration to help improve business processes. *"We're Visual Basic developers. Business Objects has close ties with Microsoft, which led us to adopt the products initially. We needed the assurance of seamless compatibility."*

> " The customer-facing website we built with Microsoft and Business Objects solutions created a customer preference for our product because now we're easier to do business with than the other guy. That's a very important part of what we do. It's been a big win. On the supply-chain side, we're on track to save $3 million in the current calendar year. "

Now National Gypsum's customers and support staff can access data and reports through many different applications and view up-to-date product and shipping information. *"We provide an integrated view to the customer to keep them connected,"* explains Brannon.

The company has over 20 employees who design and deploy reports and another 120 users who use Crystal Reports features embedded in custom applications created by the e-commerce team.

"When the staff uses a document like an order form, an invoice, or a bill, it's actually put together with Crystal Reports. We produce items with customer-specific UPC and other bar codes for Home Depot and other retailers, so our products register in their receiving systems. The Business Objects products are used extensively for custom development."

Integrated BI Solutions Enable Significant Cost Savings

National Gypsum estimates that it has saved millions of dollars because of the integrated BI solutions from Business Objects and Microsoft.

Live Office gives National Gypsum a live, connected, and managed front-end to data sources through familiar Microsoft solutions—including Word, PowerPoint, and Excel. Moreover, with BusinessObjects OLAP Intelligence, users can analyze three-dimensional data from SQL analysis services cubes.

The company successfully improved access to information across its entire supply chain, and now boasts nearly 9,000 regular users of its customer service website—the largest number of users ever.

Moreover, a top IT publication, *Network World*, awarded National Gypsum its Extended Enterprise Innovator Award for 2004. Brannon attributes the win to *"our improvements in customer service, which were enabled by BI solutions from Business Objects."*

About National Gypsum

→ **Activity:**
Building and construction products

Based in Charlotte, North Carolina, National Gypsum is a fully integrated manufacturer and supplier of building and construction products, including gypsum wallboard, plaster systems, cement board, and joint treatment solutions. The company operates more than 40 facilities across the U.S. and Canada, working with business and retail customers.

CHALLENGE

→ Posco needed a standard reporting solution deployed across the various departments in the organization

SOLUTION

→ BI from Business Objects was deployed to every department in the company—giving users a single version of the truth

BENEFITS

→ Improved overall reporting process

→ Improved cooperative work environment

"Business Objects is operating as the undisputed standard analysis tool of Posco."

Lack of Standardized Reporting Reduced High-Value Work

To establish a more customer-oriented work environment, Posco has been pursuing process innovation. However, a process innovation system requires data standardization and analysis environment integration across the company. It also requires standardized analysis tools for Six Sigma. Therefore, the company looked for a new standard reporting tool that featured an easy-to-use interface, accessibility to multiple data sources, and the ability to extract reports in multiple formats (Excel, Word, text, etc.)

Posco also wanted to minimize the repetition of simple recurrent work—at least reduce simple recurrent work from 30% of total work to 10%—allowing Posco's employees to focus more on high-value work.

BI Tools Meet Data Analysis Needs

Even though much data has been generated by Posco's current legacy systems and its various applications, this data has rarely been used for further analysis. To analyze the huge amounts of data generated by various data sources, Posco chose business intelligence (BI) from Business Objects. BI from Business Objects was able to meet all of the requirements Posco was looking for.

Following a three-phase diffusion strategy, BusinessObjects was installed as Posco's standard analysis tool. In the first phase, the pilot phase, it was introduced to five departments: management, planning, sales, quality, and facility. During this phase, the focus was on how to develop and apply Business Objects templates.

" **Even though much data has been generated by current legacy systems of Posco and its various applications, this data has rarely been used for further analysis. To analyze the huge amounts of data generated by various data sources, Posco chose business intelligence from Business Objects. BI from Business Objects was able to meet all of the requirements Posco was looking for.** "

Reports Increase Almost Tenfold in Six Months

In the second phase of deployment, over a six-month period, BusinessObjects was introduced as the report and analysis tool to all of the remaining departments in the organization. These departments included purchasing, finance, human resources, labor relationships, environmental energy, and funds. As the tool was applied to iron processing, it became the standard analysis tool of Posco.

When BI from Business Objects was first introduced, 636 reports were generated. Six months later, when iron work started fully, 6,027 reports were generated by Business Objects, which is a 9.5X increase. Business Objects is operating as the undisputed standard analysis tool of Posco.
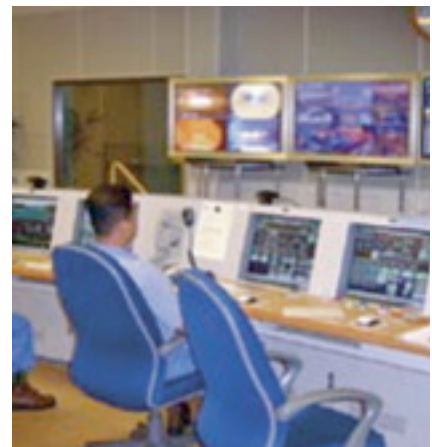
About Posco

| → **Activity:** Steel manufacturer
 → **Staff:** 19,200 | Posco is one of the top five steel manufacturers in terms of production records and has 19,200 staff members. It was recently named "The Best Competitive Steel Corporation" for the third time in a row by World Steel Dynamics, with the highest mark in profitability, market dominance, and quality. |

PSA Peugeot Citroën

CHALLENGE

→ Optimize the Group's human resources management through a self-service approach

SOLUTION

→ Standardization based on BusinessObjects and HR Access

→ A dozen business data marts, some 20 universes, and 2,600 objects

→ Ad hoc access to corporate data via BusinessObjects and BusinessObjects Web Intelligence for all users—from senior management to employees, and more specifically, 2,500 HR managers on 25 sites

BENEFITS

→ Improved decision-making at all levels

→ Economies of scale with a 1 to 5 ratio

"To manage our 200,000 employees, we made two choices in business intelligence: a standardization program that began in 1997 based on BusinessObjects/HR Access solutions, and a self-service approach. Now BusinessObjects is available to all Group employees, mainly for HR professionals, but also in 'push-button' form for managers. It's a key aid for making everyday decisions, and it becomes mission-critical when we need to anticipate general trends such as massive departures of senior employees and their replacement, or to prepare our annual negotiations properly."

François Holive, IS Manager, HR Administration and Management, PSA Peugeot Citroën

HR Department Embraces BI

In 1997, Business Objects was chosen as the business intelligence (BI) standard for the entire PSA Peugeot Citroën Group. This standardization concerned all functions and all activities. At the human resources level, 2,500 HR managers on 25 production sites use BusinessObjects to manage all employees: a total of 200,000 people and, more specifically, 150,000 in the automotive sector.

The HR BI environment at PSA Peugeot Citroën was designed according to a central guideline: do not query the production databases directly due to performance issues.

HR data comes from various sources: mostly HR Access, but also ChiMed for occupational medicine, and other in-house systems such as GDH for time management and suggestions management (suggestion box).

Operational system data is therefore duplicated and loaded into a dozen business data marts. This organization allows users to safely confront data from different applications.

Self-Service Access and Analysis

At PSA Peugeot Citroën, a self-service philosophy prevails for accessing and analyzing data. Some 20 universes and 2,600 objects have thus been made available to users to create their own queries, according to their specific needs. At the same time, a central entity is in charge of building more sophisticated "push-button" queries. This entity makes these BusinessObjects reports available to all users through the employee space on the PSA Peugeot Citroën intranet portal, with the required protection according to user profile.

> **Standardization is also a way to ease the switch from one job to another, or to improve internal mobility. When users share the same tools, career development is facilitated.**

BusinessObjects is also deployed in its web-based version (Web Intelligence) for sales subsidiaries that do not have access to the Group intranet.

Holive explains: *"The Personnel Administration and Information System Department manages HR across the corporation. It helped us draw up a summary of user specifications. Then the HR IT department created the universes and objects."*

"Rights management is handled by HR, in compliance with the access rights to HR applications. Lastly, operational personnel delivered the universes on a central server. Assisted by the Personnel Administration and Information System Department, on-site correspondents organized and planned roll-out and user training."

A Tool for All Users

With the self-service approach, BI has been expanded to new user populations, from senior management to employees.

Senior and personnel management obtain global metrics—for example, on workforce distribution,

the age pyramid, training levels, or temp worker management—to anticipate the global action plans required.

The real potential of BusinessObjects solutions becomes apparent when the HR prepares its strategic orientations. *"The case occurred several years ago when we wanted to anticipate the retirement of senior employees and their replacement. This couldn't be handled by 'push-button' business intelligence. We built queries that were more specifically oriented toward the problem at hand. Likewise, when we need to prepare annual negotiations, we use BusinessObjects to provide an overview of the situation, based on our logged data and by making projections,"* says Holive. In three or four years, the HR business intelligence system will feed into all the Group's sales and international subsidiaries.

"We won't be satisfied simply adapting our existing system; the tools we've chosen will enable us to tailor our BI to the specific features of each country," concludes Holive.

About PSA Peugeot Citroën

→ **Activity:**
Car manufacturer

→ **Sales figures:**
3 million vehicles sold in 2004

→ **Staff:**
200,000

With more than 3 million vehicles sold in 2004, PSA Peugeot Citroën is the #6 car manufacturer worldwide and ranks #2 in Europe (15.5% market share). PSA Peugeot Citroën has experienced strong internal growth of +55.1% over five years, and its sales are rising steadily by 4.3%. In addition to its automotive operations, the Group includes an equipment manufacturer, Faurecia, European leader and #2 worldwide in most of its businesses; Gefco, a transportation and logistics company that ranks #2 in France in its field; Peugeot Motocycles; Peugeot Citroën Moteurs; and financing companies under the aegis of Banque PSA Finance.

BERATA
BUSINESS INTELLIGENCE SOLUTIONS

"With its many different types of information, Supra was seeking a relevant tool to better monitor its operations. The main goal was to achieve greater control over its inventories and its capacity to produce the products its customers wanted. We looked for a partner that could support us throughout the project and beyond, and one that could advise us on the best solutions to be implemented."

RÉMI PORCEDDA, INFORMATION SYSTEMS MANAGER, SUPRA

CASE STUDY

Supra

Supra produces heating and air treatment elements that are sold in more than 33 countries. Implementing packages for the sales and production departments improved inventory management, but it was inadequate for obtaining inventory value levels and cross-functional insight. Setting up indicators would improve control over stock and allow the implementation of optimized production plans.

But to calculate these indicators required the use of data that was scattered over two ERP systems and in Excel files.

Supported by Berata, Supra executives and managers played a key role in thinking about and implementing the project. The recommended solution had to satisfy both technical and budget constraints.

The first step consisted in defining a common repository and integration flows with BusinessObjects Data Integrator. Thanks to Berata's expertise, all the data required for the first datastore was integrated uniformly and could be processed transparently by Supra executives. The BusinessObjects XI portal allows powerful tools to be quickly deployed to users in the form of "thin clients."

The solution implemented provides some 10 indicators that are key to inventory and production management. Managers in the financial and production departments now have cross-functional insight into the activity.

This project also allowed implementation of the business intelligence infrastructure needed to manage other projects in the other Supra businesses.

About Supra

→ **Activity:**
Manufacture of heating equipment

→ **Sales figure:**
€60 million

→ **Staff:**
375

→ **Date founded:**
1878

SUPRA

Supra specializes in the design, manufacture, and sale of heating and air treatment equipment. The company offers fireplaces, built-in fireboxes and inserts, wood and oil stoves, heaters and air conditioners. Listed on Paris Stock Exchange, Supra ranks among the European leaders on this market, offering highly innovative and environmentally friendly products. Through it expertise in cutting-edge technologies (safety, glass treatment, heat conservation), each year the company files several patents for products that protect the environment. Supra products are sold in more than 33 countries in North America, Europe, the Middle East, and Asia.

Utensilerie Associate SpA

CHALLENGE

→ Use the full capacity of the reporting system offered by Business Objects solutions

→ Find answers to complex questions in a few seconds

→ Consolidate the analyses of the five lines of business while continuing to use different systems

SOLUTION

→ Data warehouse on MS SQL Server, created and supplied by BusinessObjects Data Integrator

→ BusinessObjects client-server for the front-end

BENEFITS

→ Automatic extraction and uniformization of enterprise data

→ Response times shortened to just a few seconds

→ Company personnel given more responsibility

"Since we offer five different brands, we need to manage data from several information sources, which generate a series of highly specific problems. So when we implemented our business intelligence system, we paid extra attention to the data integration process."

Massimo Procino, Managing Director, Supply, Logistics and Information Systems Manager, Utensilerie Associate

Lacked Ability to Analyze Consolidated Data

The five brands managed by Utensilerie Associate are the result of the gradual merging of several companies. So these are not just commercial brands. They're actually five separate divisions, whose information systems are each structured differently, with distinct databases for products and customers.

Utensilerie Associate's needs were twofold. First, it needed to preserve the specific history of each company. This is a key factor in a market where understanding trends and changes is crucial to run a business properly, especially in the current environment. Second, the company needed to analyze consolidated data in order to know, for example, sales trends per geographic area for all brands combined.

To implement a business intelligence (BI) system, Utensilerie Associate began by building a data warehouse on AS/400 and then created a first universe concerning commercial factors.

However, during this development phase, IT ran up against a dead-end and had to take a more global approach to the project.

In fact, the limitations of the infrastructure did not allow the tremendous capacity of the reporting system offered by Business Objects solutions to be fully exploited. The simpler features were very satisfactory. However, for more complex queries—concerning millions of items of data—users found the response times too long. The issue was data synchronization: since the data comes from multiple sources, the system took some time to recognize them.

The Solution: Integration

After carefully examining the situation, the company decided to homogenize its data using Business Objects extraction tools. In regard to its hardware and software, it decided to transfer its data warehouse to an SQL Server and to install BusinessObjects on a more powerful server.

> " One of the success factors was the involvement of personnel throughout the project. We put together a team of IT operations staff, network administrators and sales managers. We started by deploying our BI system in marketing but we're already working on extending it to the logistics chain, and especially to management control. "

These initial changes produced immediate results.

The company then tackled the issue of its architecture. By creating data marts, it was able to better define the scope of certain requests, thereby making the system more efficient. Lastly, by choosing Data Integrator as the tool for extracting data from different sources, it took a major step that was a turning point for the project.

"The company already had a similar product, but the potential of Data Integrator went well beyond the immediate economic aspect," explains Procino. *"Data Integrator is a real development instrument that offers a wealth of customization features but is still easy to use. Compared to the other customized extraction tools we've used in the past, Data Integrator considerably speeds up the creation, loading, and maintenance of the objects in our data warehouse."*

Shorter Response Times

Data Integrator allows Utensilerie Associate to automatically extract its data and make it uniform.

Formerly, its system would block because the data came from various types of documents (Excel, Access, Word, etc.) that were not recognized.

With Data Integrator and the migration to SQL, the system is now able to intercept and homogenize all the data. It consolidates it in just a few seconds according to a process that was formerly unthinkable, so it can be fully exploited.

The introduction of BI was also an opportunity to optimize document production, reorganize the processes, and give users more responsibility. Now employees can extract the information they're interested in and load it into the database without requiring the assistance of IT. More than just a product, BI is perceived as a system.

IT acts as project manager: it's responsible for finding solutions that meet the company's requirements, but now the needs of users have already been clearly defined.

About Utensilerie Associate SpA

→ **Activity:**
Hand tools manufacturing

→ **Sales figures:**
€83 million

→ **Staff:**
500

→ **Date founded:**
1926

Utensilerie Associate SpA, well-known in Italy through its USAG, FACOM, and PASTORINO brands, is a leader in the worldwide manufacture of hand tools.
The company has five brands, a sales network covering 50 countries, 500 employees in the Monvalle and Gemonio units (Varese province) of Italy, and sales of more than €83 million.

"BusinessObjects XI Release 2 is truly groundbreaking in making it easier for our business and medical teams to work with the information they need to do their jobs."

"Thanks to Dashboard Manager, medical staff and care givers now have a true portal to manage their operations. With Performance Manager, they can also benchmark their results relative to the strategic objectives of the hospital."

"We needed a BI solution that was compatible with SAP and found Business Objects to offer the best integration with our SAP deployment, due to its close partnership with SAP."

"Our hospitals have saved four to six weeks off the budgeting process, and we've reduced our reporting time by nearly 50 percent."

#4 Pharmaceutical/Healthcare

IMPROVING PERFORMANCE IN PHARMACEUTICAL AND HEALTHCARE COMPANIES

Escalating costs and a rapidly aging population have created a significant strain in providing quality healthcare service. Hospitals and physicians must continue to improve patient care while lowering costs. Pharmaceutical companies face higher regulatory pressure when developing and gaining approval for new drugs, as well as strong resistance to increasing the prices of new drugs.

Access to internal and external information that generates a comprehensive, coordinated, and consolidated view of healthcare and clinical information is key to achieving healthcare provider goals for improved patient care at a reasonable cost. This access to data enables healthcare businesses to monitor successful treatments and optimize the results for effective clinical decisions.

Business Objects solutions for healthcare provide:

→ **Dashboards to monitor disease outbreaks,** hospital utilization and effectiveness, physician profiling,

→ **Monitor of key patient care metrics** to improve service, provide better care, and cut waste

→ **Increase workflow efficiencies** by analyzing consolidated data from clinical, administrative, and financial areas

→ **Meet government legislative controls** by delivering measured and accountable patient-centric care tracking

→ **Monitor and analyze patient diagnosis and condition** to facilitate timely and effective clinical decisions

→ **Control costs, improve contracting decisions, and eliminate waste** by closely managing **inventory**

→ **Increase efficiency and detect fraud by analyzing historical information, track and monitor current claims data**

Business Objects provides the framework for increased performance in any healthcare environment enabling provider and suppliers to focus on delivering higher quality patient care.

AstraZeneca

CHALLENGE

→ To improve visibility and access of global R&D project management information

SOLUTION

→ BusinessObjects provides information to over 5,000 R&D users globally

→ BusinessObjects Dashboard Manager will deliver key performance indicators to senior management

BENEFITS

→ Global transparency of R&D information

→ Improved resource utilization

→ Tighter cost control

→ Accelerating drug

"In this highly competitive business sector, time-to-market dictates brand leadership and revenue generation. Business Objects business intelligence solution has enabled AstraZeneca to improve project management, cost control, and resource utilization, and is helping us achieve competitive research and development timescales."

David Scanlon, Business Manager, AstraZeneca

Critical Need to Reduce Time-to-Market

AstraZeneca has over 12,000 research and development (R&D) employees across six international sites and spends over $3 billion annually on R&D, the equivalent of over $10 million every working day.

Drug development is highly competitive, and each day they saved getting a new brand to market saves millions of dollars. Drug patents last 20-25 years, and it typically takes 8-12 years to bring a drug to market. Therefore, the shorter the product development and clinical trial, the longer a company has to establish brand leadership and generate revenues before a competitor can bring generic products to market.

Reduced time-to-market is dependent upon maximizing project management efficiency, resource utilization, and cost control. Immediate access to one consistent view of R&D information is critical to support these processes.

"To support our requirement to accelerate drug development, AstraZeneca requires fast and easy access to global R&D information," says Chris Saxby, IT Consultant, AstraZeneca.

Improved Visibility to R&D Data

To provide complete visibility of R&D information across the world, AstraZeneca has developed and deployed the Matrix project management system. This system uses BusinessObjects to query and analyze global R&D information stored centrally in an Oracle data warehouse.

Over 5,000 users across AstraZeneca's six international R&D sites can access and interrogate information on project schedules, project costs, and resource utilization. In addition, the company has selected BusinessObjects as its standard business intelligence solution, and it is used across other core areas of the business such as manufacturing, finance, and marketing.

" **Immediate access to R&D information is a critical component in the race to be first-to-market in the pharmaceutical industry. With BusinessObjects, we now have a platform to deliver this information globally in a flexible manner that supports constant innovation and change.
As a result, we aim to speed development, better manage costs, and ultimately reduce time-to-market. Productivity is the key industry challenge.** "

The pharmaceutical giant is also implementing BusinessObjects Dashboard Manager in conjunction with Advizor Solutions technology to deliver dynamic at-a-glance displays that show the status of key performance indicators across R&D to senior management.

According to Saxby, *"Business Objects solutions are transforming the availability and accessibility of R&D project information within AstraZeneca."*

BI Enables Competitive Edge

BI solutions from Business Objects enable AstraZeneca to track, understand, and manage the huge volumes of project data that it creates every day. Senior management, development teams, and therapeutic area teams all have instant access to one consolidated view of up-to-date R&D information to help them make faster and more confident decisions.

This fast and easy access to R&D data provides a greater global view of project activity and of how much R&D is spending on developing new products. And this R&D insight enables more accurate project scheduling, project budgeting, and resource allocation—helping AstraZeneca to plan more effectively and reduce costs.

Leveraging the information provided by BusinessObjects, AstraZeneca is gaining a significant competitive edge by accelerating its time-to-market for new products. A faster development process helps AstraZeneca to launch products earlier in order to secure early brand leadership and increased revenues.

About AstraZeneca

→ **Activity:**
Pharmaceuticals

→ **Sales figures:**
$18.849 million

→ **Staff:**
12,000 in R&D

→ **Date founded:**
1999

AstraZeneca is one of the world's leading pharmaceutical companies, engaged in the research, development, manufacture, and marketing of prescription pharmaceuticals and the supply of healthcare services. AstraZeneca has sales activities in over 100 countries and manufacturing facilities in 19 countries.

Blue Cross and Blue Shield of Kansas City

HEALTH POLICY ADMINISTRATION

CHALLENGE

→ Enable employees to quickly and easily access relevant information

→ Allow IT operational staff to catch up on work backlog

SOLUTION

→ Crystal Reports

→ BusinessObjects and BusinessObjects Web Intelligence

BENEFITS

→ Employees and managers can easily access KPIs and other performance data they need

→ IT Department can focus on critical issues and catch up on its work backlog, generating annual savings of 200,000 dollars

"Our executives want to see concise, streamlined reports; they want to see benchmarks, key performance indicators, and business trends to find out where the company is going; and they want to be able to identify potential issues quickly and adjust business strategies accordingly. With Business Objects, we can do all of that now."

Erik Brokaw, BI Architect, Blue Cross and Blue Shield of Kansas City

Too Much Data

Blue Cross and Blue Shield of Kansas City (BCBSKC) is the area's largest health benefits provider—serving more than 880,000 members in 32 counties in greater Kansas City, northwest Missouri, and also in Johnson and Wyandotte counties in Kansas. The organization offers a variety of benefit plans and funding options to meet customer needs in order to improve the health of the communities it serves.

To better serve its customers and continue to grow its business, BCBSKC needed a central data warehouse to streamline data sharing across all levels of the organization. The company had several thousand Microsoft Access databases running Sybase and SQL server applications in a variety of flat file formats. Organizational users found it increasingly difficult to get the right information when they needed it, from multiple data sources. So BCBSKC looked to implement an enterprise-wide data warehouse using standard business intelligence (BI) tools.

Crystal Reports Streamlined Information

After evaluating a variety of BI solutions from different software vendors, BCBSKC chose Crystal Reports. The primary focus of the implementation was to integrate data from finance, HR, and the claims department into one central data warehouse. The deployment was aimed at making company documents accessible to all internal departments, while allowing individual users to run ad hoc queries. BusinessObjects Web Intelligence allowed BCBSKC users to easily accomplish this.

> **To make BI successful, you need to have the right tools at the right levels. The new system is so scalable, we believe one of every two people in the company will eventually have access to the BI tools.**

In addition, easy-to-use dashboards from Business Objects allowed company executives to quickly retrieve critical business information to make strategic decisions. *"Our executives want to see concise, streamlined reports; they want to see benchmarks, key performance indicators, and business trends to find out where the company is going,"* says Brokaw. *"And they want to be able to identify potential issues quickly and adjust business strategies accordingly. With this deployment, they can do all of that."*

BI Increases Productivity

Business Objects has helped BCBSKC significantly improve employee productivity by reducing report turnaround time. The company's marketing, sales, and HR departments and management currently use Crystal Reports to meet all their reporting needs, without relying on IT for support.

IT has been able to avoid hiring additional staff as well as redirect the staff that was working on other BI deployments—saving over $200,000 annually. Report developers and end-users can now share reports without using multiple access tools.

With nearly 400 users on the existing system, BCBSKC is currently upgrading to BusinessObjects XI. It will be used in every department in the company and play a key role in helping the company operate more efficiently and better manage customer costs.

About Blue Cross and Blue Shield of Kansas City	
→ **Activity:** Health benefits provider	Blue Cross and Blue Shield of Kansas is an independent licensee of the Blue Cross and Blue Shield Association. BCBSKC is the state's largest health insurer, serving 32 counties in greater Kansas City, Northwest Missouri, and also Johnson and Wyandotte counties in Kansas.

Emergency Medical Associates

CHALLENGE

→ Expand the Business Objects technology it used to manage emergency room financials and customer satisfaction

SOLUTION

→ Upgraded to BusinessObjects XI Release 2 and uses dashboards to track a variety of internal information, including 700,000 emergency department patients, annually

BENEFITS

→ Big cost savings and improved patient care

"BusinessObjects XI Release 2 is truly groundbreaking in making it easier for our business and medical teams to work with the information they need to do their jobs."

Jonathan Rothman, Director of Data Management, Emergency Medical Associates

Lost Revenues, Patient Dissatisfaction

External market pressures during the 1990s threatened Emergency Medical Associates' (EMA) existence as health insurance costs began to experience double-digit inflation, and employers forced employees into managed care plans to save on healthcare costs, or the employees dropped their coverage altogether.

With nowhere else to go, the uninsured turned to emergency departments (EDs) for care because the Emergency Medical Treatment and Active Labor Act (EMTALA) regulations prevented EDs from turning away any patient, regardless of the ability to pay for treatment. As a result, EMA began to experience significant increases in ED volume and substantial declines in per-patient reimbursement. Not only did EMA's physicians begin to suffer financially, the contract hospitals suffered as well and began to develop creative ways to attract paying patients by touting better services, better performance, and higher patient satisfaction. This put greater pressure on EMA to improve ED operational performance and increase the level of patient satisfaction.

Dashboards Track Patient Data

In 2000, EMA embraced business intelligence (BI) solutions from Business Objects to improve ED operations in hospitals where EMA is responsible for physician staffing. EMA subsequently expanded its use of Business Objects technology to include management of emergency room operations, financials, and customer satisfaction. The system is known as the Emergency Medicine Analysis and Reporting System (eMARS).

As an outgrowth of standard report production, EMA selected BusinessObjects Application Foundation as its preferred web infrastructure in 2004. *"Application Foundation seamlessly integrated with our existing BusinessObjects and BusinessObjects Web Intelligence infrastructure,"* says Rothman. *"Early in the selection process, we also saw that Application Foundation could improve our existing reporting infrastructure by automating report distribution and providing even greater reporting efficiencies than we had before."*

Having successfully migrated to BusinessObjects XI Release 2 in February 2006, EMA continues to deploy distinct dashboards to help hospital EDs understand diagnosis trends and emergency room effectiveness, tracking everything from patient turnaround

> " No matter what size the organization is, every physician and medical group can benefit from automated alerts and better daily and monthly operational views. "

times to patients who left without being seen, to the number of patients waiting in the ED. In addition, EMA deploys a single enterprise performance management (EPM) dashboard for its internal management team. Each dashboard draws information from the organization's Oracle-powered data warehouse, which pulls data from multiple data sources—such as patient management and tracking, clinical documentation, physician work hours, physician satisfaction, and payroll. The system currently tracks data from more than 700,000 ED patient encounters annually.

Better Patient Care, Less Cost

eMARS now provides web-based scorecards and interactive reporting to EMA physicians. It also provides standard monthly reports back to EMA's contracted hospitals, along with ad hoc reporting services capable of supporting the information needs of the entire emergency department.

eMARS continues to manage each of EMA's contracted EDs, as well as other sites that use eMARS as their analytics solution (currently three non-EMA sites use eMARS).

The system has exceeded expectations in all key areas including the following:

• EMA physicians experienced a growth in per-hour income in both 2004 and 2005.

• EMA added several new profitable hospital contracts in 2004 and 2005, resulting in an increase in total 2005 revenue of 15% over 2004. Contract growth was partially attributable to BI capabilities.

• Total business and clinical intelligence expenses declined by 14% of total company revenue in 2005 versus 2004.

ED metrics for contracted EMA sites have shown great improvements, especially for new contracts. At one such contract, the percentage of patients who leave before being seen by a doctor went from over 6% when EMA began the contract to under 3% as of January 2006.

The system also saves each EMA contract at least $35K per year based on BI they receive from the system. Additionally, EMA contracts use eMARS to justify additional ED beds, reallocate ED staff, determine patient satisfaction, monitor performance, understand patient throughput, and analyze ED metrics to support surveys of Joint Commission on Accreditation of Healthcare Organizations (JCAHO).

About Emergency Medical Associates	
→ **Activity:** Emergency services	Emergency Medical Associates (EMA) is a professional association focused on providing world-class, nationally recognized emergency services to hospitals and health systems. Their reputation and expertise in the field of emergency medicine is national in scope. EMA physicians, who live in the communities in which they practice, are among the country's leading innovators in emergency medicine.

Grenoble University Hospital Center

CHALLENGE

→ Delegate power to the hospital's activity centers within the framework of T2A (a new rate system for French hospitals)

SOLUTION

→ A cross-functional infocenter

→ BusinessObjects Performance Manager

→ BusinessObjects Dashboard Manager

BENEFITS

→ Operational level: real-time visibility of each center's activities, and maximized financial, material, and budget resources

→ Strategic level: monitoring the attainment of objectives defined within the framework of the hospital project

"The new T2A regulations and the new governance require that we implement a new system for managing care facilities. With Business Objects, we anticipated this stage. Thanks to Dashboard Manager, medical staff and care givers now have a true portal to manage their operations. With Performance Manager, they can also benchmark their results relative to the strategic objectives of the hospital."

Jean-Philippe Descombes, Director of the Information and Organization Department, Grenoble University Hospital Center

Make Medical Players More Accountable

Implementation of the T2A and new governance are forcing hospitals to rethink the way they manage their areas of activity. Before, budgets were allocated globally, based on the expenditures of the previous year. Now a budget allowance is allocated at the beginning of the year and is based on forecasts.

In addition, the concept of "new governance" has appeared. Its objective is to give medical staff more responsibility by delegating a number of formerly centralized activities. To achieve these objectives, strategic and operational management tools are needed. The Grenoble University Hospital Center (CHU) has been using BusinessObjects for several years to analyze its costs and expenditures. But the vertically structured reporting system did not allow for the cross-functional vision needed for strategic management.

So the CHU chose BusinessObjects Dashboard Manager and Performance Manager to expand and upgrade its information management system.

Prioritize Objectives and Monitor KPIs via a Single Portal

The project occured in two stages: first, objectives were defined; then the information needed for the care entities was supplied. Defining objectives was already a small revolution in itself. Before, hospital projects consisted of a list of treatments to be covered, with no particular structure. Now, to define CHU's strategy, objectives needed to be set and then assigned priority levels. At the CHU, 10 people use BusinessObjects Performance Manager: general management, the executive committee, and the functional staff that feed data into the system (financial resources, financial administration, pharmacy, etc.).

> " Performance manager is a perfect fit for what we want to do. It plays a key role in objective monitoring. "

These managers can enter strategic objectives and then translate them into operational objectives for each activity center.

The CHU has also implemented an infocenter to confront all the information supplied by the production systems. Downstream, all the medical and paramedical managers have Dashboard Manager, which ensures uniform access to the objectives and management data.

Understand Interactions Between Objectives and Correct Negative Trends

The CHU management team is now able to see and understand how each entity serves the global objectives of CHU. *"We can understand the interactions between these objectives. We're able to identify the obstacles and drivers, and we can launch corrective actions early enough to try and impact the situation."*

If the objectives provide for a 3% increase in medical activities, all care sectors can be positioned relative to this objective using the dashboards.

As soon as an alert occurs, all concerned entities are immediately informed. Moreover, for both medical personnel and functional managers, Dashboard Manager offers highly graphic, user-friendly, and customized dashboards. Users can easily track all their expenditures and receipts, and any negative trends are quickly corrected. In addition, Dashboard Manager has eliminated the paper listings and has centralized management information via a single portal. As for general management, it can now focus on its priorities without getting bogged down in details that are the responsibility of the operational units.

About Grenoble University Hospital Center

→ **Activity:**
Hospital care, education, and research

→ **Sales figures:**
€440 million

→ **Staff:**
More than 7,300 medical and nonmedical employees

The Grenoble University Hospital Center (CHU) has three missions: diagnosis and care, education, and research. Spread over five locations, the Grenoble CHU represents 2,182 beds and spaces, 107,000 hospitalizations, 620,000 outpatient visits, 1,648 medical personnel and 5,661 non-medical personnel. Its investment budget reaches 440 million euros.

Medtronic

CHALLENGE

→ Data contained in disparate data sources

→ Reporting system was over 10 years old

SOLUTION

→ Web-based features helped employees access data easier than ever before

BENEFITS

→ Enabled more timely decision-making

→ Allowed access to reports over the web—from any location

"The best benefit so far is our ability to share and view reports over the web. This allows us to track inventories, shipping costs, sales, and financial data—basically all important corporate data—more easily. We're making better business decisions as a result."

Suresh Lokghnadhan, System Administrator, Medtronic

10-Year-Old Reporting System Needed Updating

Medtronic currently offers products, therapies, and services that enhance or extend the lives of over 5 million people. Each year, these 5 million patients benefit from Medtronic's technologies—which treat conditions such as diabetes, heart disease, neurological disorders, and vascular illnesses. Its products range from diagnostic equipment to therapies that manage serious long-term conditions.

With employees and customers scattered around the world, Medtronic's ability to consolidate and report on critical business information is no easy task. Previously, to report on important sales and financial figures, the company used a multidimensional database developed with Pilot Lightship. While this complex system was in place at Medtronic for over 10 years, IT staff more recently recognized that sales and finance staff across the globe needed a more user-friendly

program—one that would allow them to run reports without enlisting IT staff for help. *"We wanted to use one solution across the board, and we couldn't standardize on Pilot,"* says Lokghnadhan.

The company also needed a reporting solution that could work seamlessly with various data sources—including its Oracle databases and SAP enterprise resource planning (ERP) and customer relationship management (CRM) systems.

With BI, 400 Reports Run Daily

Medtronic chose to standardize on a business intelligence (BI) solution from Business Objects, which included Crystal Reports, BusinessObjects, and BusinessObjects Web Intelligence. Starting with the sales team, the BI solution was quickly deployed enterprisewide and now includes the supply-chain management, inventory, shipping, finance, administration, marketing, and operations departments.
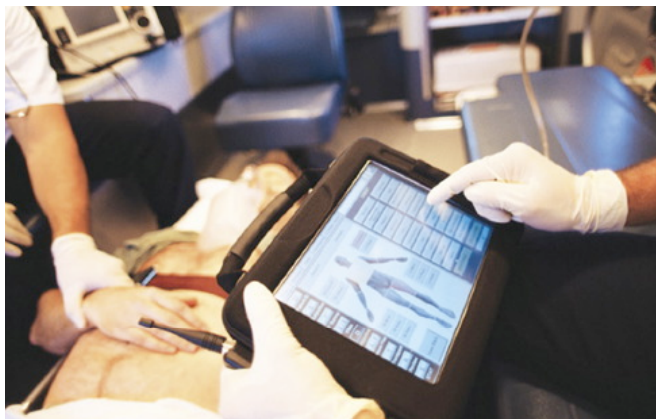
> **The best benefit so far is our ability to share and view reports over the web. This allows us to track inventories, shipping costs, sales, and financial data—basically all important corporate data—more easily. We're making better business decisions as a result.**

Medtronic wanted a BI solution that could offer security at the individual employee level, based on job function. For example, the company builds specific reports using BusinessObjects for operations, sales management, and finance. However, Medtronic did not want to give every employee access to these reports as they contained valuable business data.

According to Lokghnadhan, *"Only certain employees need to view these reports. BusinessObjects worked with the security settings we initially set up on the Oracle side. Now we can ensure that only the finance team, for example, has access to financial reports that contain sensitive corporate information."*

Currently, about 5,130 Medtronic employees use BusinessObjects. Over 2,100 users are designing their own custom reports, and another 20 users are using Web Intelligence to distribute reports via the web to a mass corporate audience. Medtronic now runs 800 scheduled reports using BusinessObjects —with 400 reports running on a daily basis.

Global Access to Data, 24/7

With BusinessObjects, several teams across the company—including sales, marketing, shipping, and operations—now have critical business information at their fingertips.

For example, sales representatives around the world can view their individual or team's progress on a day-to-day basis. This allows the sales force to quickly identify any problems and make better sales decisions on the go. Moreover, the supply-chain management and shipping departments can track how fast customers are receiving their products. And the shipping department can drill down into the reports to view which carrier or shipping method is most cost-effective.

Medtronic's marketing department uses BI from Business Objects to measure the success of its marketing campaigns. The marketing team can also view how a particular product has sold over the past five or 10 years more easily than before and adjust its go-to-market strategy accordingly. *"The information they need is all in one place. They just go and run a query based on the specific product and timeframe they want to evaluate,"* adds Lokghnadhan.

About Medtronic

→ **Activity:**
  Medical technology

→ **Date founded:**
  1949

Founded in 1949 in Minneapolis, Minnesota, Medtronic is now the world leader in medical technology—providing therapy and technology solutions for people with chronic diseases. Medtronic currently offers products, therapies, and services that enhance or extend the lives of over 5 million people.

SCA Hygiene Australasia

CHALLENGE

→ Acquisitions and multiple legacy systems created a need for a new reporting process

SOLUTION

→ A single version of the truth and access to key operational data—any time, and from any location

BENEFITS

→ Deeper analysis into operational efficiencies

"BI enables us to stay one step ahead of the game. Now we can identify, monitor, and analyze trends in the market to ensure that we retain and further build upon our market position."

Paul O'Connell, Business Process Manager, SCA Hygiene Australasia

Varied Systems Prevent Access to Data

SCA Hygiene Australasia is a leading hygiene solutions company, manufacturing and marketing a number of popular household brands—including Sorbent, Purex, Handee, Deeko, Tork, Hygenex, Treasures, Libra, and TENA. The local company was formed in May 2004 when SCA acquired Carter Holt Harvey's (CHH) Tissue business and the remaining 50% interest in SCA/CHH joint venture, Sancella.

The newly integrated businesses had a variety of legacy systems across three divisions (consumer, personal care, and away from home), making it impossible to get a single view across all operational units. The decision was made to consolidate onto a single SAP platform across the organization and to implement a new reporting system that

would give SCA quick and reliable analyses of its operational data at any given time.

User-Friendly Solution Needed

O'Connell says: *"We wanted quick, adaptable reporting of information that delivered the functionality to slice-and-dice data, enabling effective analysis. We did not want purely static reports. We also wanted a single user interface to reduce training and administration, regardless of the source of data."*

To be successful in the healthcare and consumer packaged goods industries, organizations have to be quick to react to market conditions, which requires an element of reactive approach. O'Connell continues, *"We work with large retailers, such as Coles and Woolworths, who require access to up-to-date information."*

> **We needed a BI solution that was compatible with SAP and found Business Objects to offer the best integration with our SAP deployment, due to its close partnership with SAP.**

BI Enables SAP Compatibility, Critical Analyses

O'Connell says, *"BI enables us to stay one step ahead of the game. Now we can identify, monitor, and analyze trends in the market to ensure that we retain and further build upon our market position."*

Business Objects delivers SCA Hygiene Australasia the ability to monitor its production forecasting and purchasing trends on an ongoing basis, ensuring production meets demand and reduces the requirement for costly inventory.

SCA Hygiene Australasia currently uses BusinessObjects and sees the company as the leader in the business intelligence (BI) field. *"Business Objects delivers the speed, flexibility, and compatibility with SAP that we require,"* O'Connell says. *"The BI solution gives us what we need, and the organization continues to provide us with quality support and technical expertise."*

"Business intelligence is important to analyze the outputs of any system. Having information is great, but to really make it useful and to allow the organization to profit from it, you have to be able to analyze it. This is where BusinessObjects delivers true value to our business."

About SCA Hygiene Australasia

→ **Activity:**
Hygiene solutions

→ **Date founded:**
2004

SCA Hygiene Australasia is a leading hygiene solutions company, manufacturing and marketing a number of popular household brands including Sorbent, Purex, Handee, Deeko, Tork, Hygenex, Treasures, Libra, and TENA. It forms part of SCA, a $12 billion international paper company producing absorbent hygiene products, packaging solutions, and publication papers.

Triad Hospitals

CHALLENGE

→ Hospitals previously created budgets by hand

→ Outdated software compromised budget accuracy

SOLUTION

→ Easy-to-use Excel-based interface proved invaluable

→ Allowed for rapid adoption and results

BENEFITS

→ Reduced budgeting cycle by four to six weeks

→ Increased confidence in the numbers

"Our hospitals have saved four to six weeks off the budgeting process, and we've reduced our reporting time by nearly 50 percent."

Stan Hunt, Director of Operations Finance, Triad Hospitals

Hospitals Forced to Build Budgets from Scratch Every Year

With 2005 revenues exceeding $4.7 billion, Triad Hospitals, Inc., owns and operates 51 hospitals and 10 ambulatory surgery centers in 16 states. It took over 150 people throughout the company to complete the budgeting process, which depended on inefficient software that was roughly 20 years old.

Not only was Triad's existing software outdated, it lacked the flexibility Triad needed to meet its specific budgeting and reporting needs. *"With our old software, we couldn't design or develop budgeting templates for the hospitals,"* explains Hunt. *"The hospitals had to build their budgets from scratch every year. And the software didn't allow them to import or create any relationships to historical data."*

The reporting process was equally problematic, as it required significant manual effort to run, print, and distribute month-end, quarter-end, and annual reports. In addition, the reports lacked the kind of detail and

flexibility that Triad needed to make more informed business decisions. To shave time off its budgeting and reporting cycles, increase budget accuracy, and give the corporate office deeper visibility into hospital budgets and assumptions, Triad decided to replace its old software with a more flexible solution.

Planning Tools Provided Easy Integration and Transition

Triad chose BusinessObjects Planning software for several reasons. *"Other software vendors touted vertical integration, but Business Objects had the most extensive experience working with hospitals,"* explains Hunt. *"And Business Objects was the only vendor that offered both the integration team and software."* The familiar Excel interface offered by Business Objects also promised an easy transition to the new software, a big concern for Triad. *"The hospitals had a lot of experience with Excel,"* says Hunt. *"We knew that their staff would have an easier time adapting to the Business Objects software because it has a very strong Excel flavor."*

> " The hospitals are thrilled. They've told us that Business Objects software is improving their business by enabling them to plan their budgets better. And being able to see key indicators on a real-time basis has been invaluable to them. "

With BusinessObjects Budgeting and BusinessObjects Plan Reporting, Triad gained a flexible solution that allows the company to customize budget templates for its centers of care, build and distribute detail-rich reports rapidly, and gain complete, real-time visibility into data across its dispersed organization. In addition, all of its information is now consolidated in one source, making it easy for the corporate office to access information whenever it needs to, rather than waiting for the hospitals to upload data to the mainframe.

Budgeting Cycle Reduced, Reporting Streamlined

The flexibility of the Business Objects solution has reaped significant benefits for Triad—from its ability to build and make changes to custom reports for the board, to its access to historical data that helps hospitals create more realistic budgets.

"Business Objects allows us to easily design what we need and make quick changes to the templates," notes Hunt. *"For example, we originally created a template that didn't work for the surgery centers. To improve it, we asked them to show us exactly what they wanted in Excel, and then we easily adapted it in the Business Objects environment."*

Bringing historical data into its budgeting process—and building links between all budget data—has increased Triad's confidence in the numbers and significantly reduced the time it takes to produce the budgets. Since implementing the software, Triad has been able to decrease its budgeting cycle by four to six weeks—a reduction of about 40%.

About Triad Hospitals

→ **Activity:**
Health

→ **Sales figures:**
$4,7 billion

Triad Hospitals, Inc., through its affiliates, owns and manages hospitals and ambulatory surgery centers in small cities and selected larger urban markets. The company currently operates 51 hospitals and 10 ambulatory surgery centers in 16 states, with approximately 9,300 licensed beds.

Freiberger
The Convenience Food Group

"Business Objects solutions are user-friendly, efficient, and require little maintenance. In addition, the departments can now create and customize reports very quickly. We're happy all down the line."

Overstock.com
OUTLET SHOPPING

"The biggest benefit so far is the ability to see cause and effect. When we change a marketing campaign or change a price, we're able to see the effect on sales or the effect on customer service and can immediately take action."

TESCO

"The creation of a centralized Management Information System solution based upon Business Objects and Teradata is enabling Tesco to create a single set of key business performance indicators across the UK and all international operations."

WHSmith News

"With our Business Objects extranet, we are using our position at the heart of the supply-chain to create new standards of supply-chain visibility and to forge tighter relationships with customers and partners."

#5 Retail/Consumer Product Goods

IMPROVING PERFORMANCE IN RETAIL AND CONSUMER PRODUCT GOODS

Business Objects provides a comprehensive set of business intelligence solutions to improve performance in the retail sector.

Our customers comprise 8 out of the top 10 retailers —including microsegments such as department stores, discount and outlet stores, supermarkets and convenience stores, consumer electronics and home furnishings retailers, catalog and mail order companies.

Our solutions enable retailers to:

→ **Improve purchasing, forecasting**, and distribution management

→ **Optimize product profitability** and increase effectiveness of marketing campaigns

→ **Identify and segment customers** to enable retention strategies

→ **Integrate management and financial reporting** to improve performance

→ **Reduce and control operational costs** through optimized store performance

→ **Effectively service customers** throughout a multichannel network

Solution Portfolio:

→ **Customer profiling and campaign management**

→ **Store assortment optimization**

→ **Vendor performance management**

→ **Loss prevention/fraud reduction**

→ Process data in a new multiplatform and multi-application environment

→ Manage operations close to the source

→ BusinessObjects Data Integrator and three rapid marts to manage all data flows between SAP and heterogeneous sources/targets

→ BusinessObjects for a reporting solution available to a wide range of users

→ BusinessObjects Data Integrator: native access to SAP tables, data quality, quick implementation (less than six months), easy learning in three days, and facilitated all-in-one maintenance

→ BusinessObjects: analysis of the Group's global performances

"BusinessObjects Data Integrator gave us control over all our data transfer needs with SAP, our data warehouse, the other AS/400 systems, and the EDI servers. It's become the control tower for all our exchanges. We estimate that we gained six months in interface and data warehouse implementation. With BusinessObjects analytical solutions, we're able to set up a complete business intelligence system on top of SAP to allow fine-grain analysis of the Group's global performances."

Franck Savarit, Director of IT Design and Operations, Elior

Complex Data Warehouse Needed Overhauling

Until 2000, the divisions of the Elior Group used a management control database on AS/400 and did their own reporting with several different tools. The Group had chosen Carat-Cartesis for financial consolidation and Essbase-Hyperion for financial reporting. At the time of the euro switchover, Elior decided to completely overhaul its financial information system.

In 2000, the Group chose SAP's FI/CO Finance module to replace its former accounting and financial system on AS/400. In terms of reporting, Elior had two priorities. First it needed to have a full-fledged, unified, and professional reporting system through a data warehouse managed by finance. The data warehouse project was especially complex since it had to tap all financial data from the very smallest restaurant (there are 11,500 of them), and then total it by level—area, regional management, operational management—all the way to corporate.

In addition, the data sources that feed the data warehouse and the data marts are diverse: SAP, AS/400, industry ISs, purchasing database, etc.

Second, Elior needed SAP to communicate with all its other applications via a tool completely integrated in SAP and versatile enough to handle the many different applications. To understand which ETLs on the market were the simplest to use and offered the most advantages, Elior designed a data transfer scenario for use on SAP interface prototypes. It didn't take long to choose Bus BusinessObjects Data Integrator.

Data Integrator Covers All Data Transfers With SAP

To optimize the construction of its data warehouse and save time, Elior used three of Data Integrator's rapid marts: Accounts Receivable, Cost Center, and Plant Maintenance. These marts covered 60% of their needs immediately.

> **We have pushed BusinessObjects Data Integrator beyond its limits. Originally a simple SAP extraction interface, it has become a full-scale EAI that controls all flows between every platform.**

Moreover, Data Integrator covers all the needs for data transfer with SAP, the data warehouse, and all the other systems, representing some 100 different flows.

The tool works on three levels: first, the 140,000 monthly invoices are loaded in SAP; then all the data (from all sources) is extracted, transformed, and loaded in the data warehouse and the data marts. Finally the data is transferred from the data warehouse and the data marts to the analysis tools: Carat and Essbase, eventually replaced by BusinessObjects. Data Integrator has also become a full-scale EAI that manages all exchanges between every platform, for every department: *"To extract specific data, it takes 30 to 60 seconds instead of two hours! A few clicks and we generate Excel files from AS/400 files."*

Elior also chose Business Objects analytic solutions for its reporting system. Two tools operate simultaneously: BusinessObjects for ad hoc reporting and Hyperion Essbase for consolidation and multidimensional analyses. 250 experts in management, finance, purchasing, marketing, and HR can access and use BusinessObjects reports.

Foundation Laid for BI on Top of SAP

Data Integrator acts as a control tower that handles all the data transfers of the Elior Group. A procedure cannot start until a "go" signal is received. This signal is launched automatically once each ETL process is completed, guaranteeing that the data and flows are controlled and of perfect quality. The time saved implementing SAP's input interfaces is 30% to 40%—and 50% for its output interfaces. The time saved in data warehouse loading is 20%. The learning phase was also very quick: *"Three days of training, one consultant every three weeks, and we were completely self-reliant after one month. We started SAP without knowing SAP!"*

Lastly, there have been maintenance gains: *"Everything is grouped in a single tool and a single platform, eliminating the need for special programs and allowing a real improvement in data quality. In one hour, we can modify a flow with zero defects at reception, thanks to the many configuration tables that allow us to quickly change the concerned rules in complete safety. With Data Integrator, we have laid the foundation for a complete business intelligence system on top of SAP. With BusinessObjects, we can analyze our financial, HR, and purchasing data with extreme precision."*

About Elior

→ **Activity:**
Food services
→ **Sales figures:**
€2,422 million
→ **Staff:**
47,400

Elior is #3 in the contracted food service market. Its customers are corporations, educational institutions, healthcare institutions, and senior citizen homes, motorways, airports, railway stations, museums, exhibition centers, etc. Well-established in France, Elior generates a growing share of its revenue internationally, with 40.55% of its revenues from exports. Each day, its 47,400 employees serve 2.3 million customers in more than 11,500 restaurants and outlets in 13 different countries.

Freiberger

CHALLENGE

→ Efficient system for producing customized reports

→ Flexible reporting system for all functional departments

SOLUTION

→ Web-based integrated e-distribution platform

→ Crystal Reports, BusinessObjects Enterprise, BusinessObjects Web Intelligence, BusinessObjects Designer

BENEFITS

→ Lower operating and maintenance costs

→ Improved performance

"We chose the Business Objects solution because it's fast, scalable, and truly innovative."

Karsten Hausmann, IT Director, Freiberger

A Reporting System That No Longer Met the Company's Requirements

With 1,000 referenced recipes and an annual production of 450 million units, Freiberger Lebensmittel GmbH & Co. Produktions-und Vertriebs KG is a leading manufacturer of frozen pizzas, pasta, and baguette breads. Seeking to consolidate its internal processes by using a flexible and powerful reporting system, Freiberger opted for the Business Objects solutions.

The company's original IT infrastructure consisted mainly of standard software and a few in-house tools. Freiberger mostly used MS Office, Outlook/Exchange, SAP R/3, SAP BW, ELO DMS, Oracle, MS SQL Server, and the specifications management application Interspec.

The in-house reporting functions of the SAP and Metastorm e-Work solutions, to mention just two, did not provide the departments with the customer-oriented, efficient reporting system they required. In addition to its rigidity, it did not offer access to a web-based integrated report distribution platform.

Lastly, the high internal costs, substantial maintenance constraints, and mediocre performances no longer met the quality standards the company was seeking to set.

An Integrated E-Distribution Platform

After carefully examining the products available on the market, Freiberger chose Business Objects.

> **Business Objects solutions are user-friendly, efficient, and require little maintenance. In addition, the departments can now create and customize reports very quickly. We're happy all down the line.**

"The speed, scalability and innovative approach of Business Objects web-based solutions and the user-friendly access to their functions were key factors in our decision," explains Hausmann. *"In addition, their products are so flexible that we practically have all the reporting and analysis features we could dream of."* The diversity of the Business Objects package, the large number of successful implementations in Germany, the guarantee of nearby support through the office of their local partner PRISMA GmbH, and the fact that Crystal Reports is an industry standard also weighed in the decision.

Following a very short implementation period, Freiberger began using Crystal Reports, Crystal Enterprise, BusinessObjects Enterprise, Web Intelligence and Designer reporting and report distribution solutions for process management, specifications, application reporting, and logistics.

Today, the production department receives customized reports generated from SAP data. The integrated portal is built based on forms using the web API, and the reporting system runs on the corporate intranet.

Business and IT Processes Significantly Improved

Swift production of reports, the metadata layer, the portal facilities, and easy solution integration are just some of the benefits Freiberger gained with Business Objects. The business and IT processes were also significantly improved. Word and Excel have yielded ground to Business Objects solutions. It's now possible for Freiberger to process data in real time, enabling enhanced process tracking and faster and more accurate understanding and interpretation of results.

About Freiberger

→ **Activity:** Agri-food	Freiberger specializes in pizzas, pasta, and baguette breads. The company also offers brand products. Freiberger has been a 100%-owned subsidiary of the sugar group Südzucker AG since 1998. With more than 50 refineries, Südzucker has become the largest sugar producer in Europe today. It is also established in other countries, with facilities in England, France, Austria, and Poland.

CHALLENGE

→ Needed a better way to manage vast amounts of data in a fiercely competitive market

SOLUTION

→ BI provided critical data to users faster than ever before

BENEFITS

→ Better able to compete in the marketplace with pricing based on hard facts

"Before BusinessObjects, it was like we were always seeing pieces of the puzzle but never had the big picture. Now we're able to identify where changes are needed in our contracts and drill down to the information we need to use our sales resources most effectively. In fact, for the first time ever, the entire flow of our operation is crystal clear."

Yoshihiko Handa, Sales and Marketing Director, Kiku-Masamune

Tax Laws and Deregulation Accelerated Competition

Sake, which has charmingly been described as *"moonlight steeped in spring rain,"* has been a staple in Japan for centuries and continues to play an important role in Japanese culture and religion today. Though steeped in age-old traditions, recent years have been anything but tranquil for the sake industry. In fact, the alcoholic beverage market in Japan as a whole stands at a crossroads, with consumer tastes becoming increasingly diversified as imported western alternatives garner more and more market share.

Moreover, recent changes in Japan's tax laws have encouraged a growing number of small and mid-size brewers or kura to produce the more sought after, and therefore more profitable, premium sake. This increase in sake manufacturing has only served to heighten the intense competition already clearly evident among Japan's estimated 1,700 sake breweries.

Kiku-Masamune knew that it could not stay the course by relying solely on tradition and quality. Along with the tax law changes, recent deregulation has made competition among brewers fiercer than ever.

As Handa colorfully observes: *"The old licensing system gave us a certain sense of security; it was like traveling with a convoy fleet. Now it feels like we've been left all alone on the open seas in a raging storm."*

BI Ends Paper-Based Reporting

Sensing a crisis, Kiku-Masamune set out two policy priorities: optimize efficiency in sales and "assess sales performance." More specifically, sales expenses needed to be trimmed, and information such as sales performance by retailer and profits by product and customer had to be measured more accurately. The Kiku-Masamune backbone system stores up to 1.9 million records for liquor vendors and 300,000 records for individual expenses.

> " **I've quickly discovered that business intelligence is so much more than I originally thought. The drill-down capability this technology puts at your fingertips is simply amazing. Now, with just a few clicks, I can find answers to all my questions right at the source.** "

With the liquor vendors' data increasing by about 100,000 records per month and expense management data renewed almost daily, adding 100,000 new records each year, a solution for keeping on top of it all had to be found—and fast.

Heartened by the promise of minimal investment, quick development, and immediate effectiveness, Kiku-Masamune looked to Business Objects to move away from depending on paper-based data.

As Keiji Fukuda, systems manager in the company's accounting department, observes, *"Of course, if we'd been prepared to spend all our time trying to unearth crucial data, we could have continued indefinitely with our paper-based operations. But what if somebody needed to look at a document submitted several years ago? We simply didn't have the tools to meet those kinds of demands. With BusinessObjects Enterprise on board, however, it's a completely different playing field."*

BI Boosts Productivity and Efficiency

With these noticeable benefits, it's hardly surprising that plans are already under way to increase the number of Crystal Enterprise users from the current 100+ to virtually all 500 Kiku-Masamune employees. The ultimate goal is to arm individuals with the data required to make the right decisions quickly and effectively, resulting in more profitable and efficient operations overall.

Kiku-Masamune no longer falls to pressure from competitors and emerging market trends to slash prices or compromise strict quality standards in order to win pricing wars. Instead, Kiku-Masamune uses Crystal Enterprise to price its premium sake astutely, with a firm basis on hard data.

About Kiku-Masamune	
→ **Activity:** Sake brewing	Kiku-Masamune Sake Brewing—Kiku means chrysanthemum, a flower valued in Japan for its elegance and delicate fragrance; Masamune is another way of saying sake—has been brewing premium sake in Kobe for more than 340 years.

New Balance

CHALLENGE

→ Lacked the tools to deliver accurate sales forecasts

→ Excel-based process was not reliable

SOLUTION

→ The Business Objects solution provides users with a single version of the truth

→ Streamlined the process for sales planning

BENEFITS

→ Improved accuracy of sales forecasts

→ Increased accountability among the sales force

"Business Objects has added accountability to everyone's role."

Steve Prince, West Coast Regional Sales Manager, New Balance

Lacked the Tools to Deliver Accurate Forecasts

When sales planning analyst Caitlin Fox started at New Balance and was instructed to collect and compile forecasts from the company's 120 worldwide sales representatives, it was no small undertaking.

The objective was to use the sales forecasts to create an overall production forecast, but Fox was lucky if she received just 20 forecasts back each month. *"We were just barely collecting the sales rep's forecasts,"* she recalls. The problem was that filling out the forecasts consumed a lot of time—up to an entire day for larger accounts—and busy sales reps always had more important tasks at hand.

Neither New Balance's sales force nor Fox really had the tools to deliver accurate forecasts. Fox had built a Microsoft Excel template in which sales reps would manually type in their monthly forecasts, but management learned quickly that there was little reliability in the numbers and began to override the data with their own forecasts.

In addition to the absence of trustworthy data, the format of the electronic spreadsheets was not protected, meaning that reps could delete columns and move information around the spreadsheet.

Automated Forecasting Enables Accountability

Fox brought in BusinessObjects Sales Planning to address the company's demand-planning and forecasting needs, taking a mishmash of forecasting reports—from computer printouts to Excel sheets to handwritten notes, and turning them into an automated, template-driven system that New Balance sales reps were happy to work with.
With BusinessObjects Sales Planning, information about customers could be distilled for each sales rep from corporate databases. Using this data and consulting with customers, each sales rep was able to accurately update the forecast of each customer's orders—for the current as well as the following year.

> **The result is that the reps are better at their business, more accountable, and spend more time managing the business, especially the larger accounts.**

Moreover, instead of using a malleable spreadsheet, sales reps entered their revisions into a locked-down template created by Fox, a "master BusinessObjects user." For the first time, New Balance sales managers could recognize who was responsible for problems with key accounts when they arose. *"We didn't have any checks and balances before the Business Objects solution,"* says Prince. *"Business Objects has added accountability to everyone's role."*

Today, each of New Balance's 160 North American sales reps uses BusinessObjects Sales Planning to forecast their accounts 18 months in advance. The forecasts cover nearly 1,000 styles of shoes and all New Balance apparel lines, touching more than 100,000 different pieces of merchandise.

Improved Efficiencies Sharpen Competitive Edge

Thanks to New Balance's improved forecasting, the performance of every salesperson is now transparent to the senior management team.

"Visibility of the numbers has fostered communication at all levels," says Fox. New Balance's forecasts now carry so much weight, they can make or break a new shoe design. Today, no new shoe goes to market until its demand deems it worth manufacturing. *"We've been able to make decisions faster and cancel a project that we wouldn't have cancelled before,"* says Sean O'Brien, a New Balance product manager. *"We've had over a 50% improvement in accuracy. It makes our decisions at least 25% better. I have much more faith in my numbers."*

O'Brien also estimates that he's been able to improve his capacity planning by 25%, which has translated to a more efficient production cycle. In addition, the number of shoes left in inventory when New Balance discontinues a style has dropped on average by about 8%. These efficiencies mean that New Balance can react more quickly to retailers' needs, a quality that Foot Locker, The Sports Authority, and other chains say has been the single most significant way New Balance differentiates itself from competitors.

About New Balance

→ **Activity:**
Shoe manufacturer

→ **Sales figures:**
$1.54 billion in 2005

→ **Staff:**
2,800

New Balance, headquartered in Boston, Massachusetts, is a leading manufacturer of technologically innovative width-sized performance footwear and athletic apparel for women, men, and children. The range of product categories includes running, walking, training, basketball, tennis, cleated, and kids. New Balance employs more than 2,800 people around the globe, and in 2005 reported worldwide sales of $1.54 billion.

Overstock.com

SALES AND MARKETING EFFICIENCY

CHALLENGE

→ Needed to find a new reporting tool to provide real-time sales and marketing data in easy-to-read reports to end-users

SOLUTION

→ BusinessObjects XI Release 2

→ Crystal Reports

→ BusinessObjects Web Intelligence

→ BusinessObjects Data Integrator

→ BusinessObjects Rapid Marts

BENEFITS

→ With BI from Business Objects, Overstock.com now has real-time access to critical sales, inventory, and marketing information

→ All business users in the company now have access to these reports, which allows them to make better decisions

"The biggest benefit so far is the ability to see cause and effect. When we change a marketing campaign or change a price, we're able to see the effect on sales or the effect on customer service and can immediately take action."

Jack Garzella, Vice President, Enterprise Data Warehouse Analytics, Overstock.com

Rapid Growth Fueled Need for Robust Reporting Tool

Overstock.com, Inc. is an online outlet retailer offering discount, brand-name products for consumers across the U.S. The company quickly realized that the internet couldn't compete effectively with normal retail sales channels, but was tailor-made for product liquidation due to the highly fragmented and inefficient nature of the industry in the offline world. Since that time, Overstock.com has quickly become the online leader in a market valued at $60 billion. Moreover, Overstock.com's gross merchandise sales have blossomed from $1.8 million in 1999 to more than $540 million in 2004. The company calculates that, since launching the site in October 1999, it has saved consumers millions of dollars off the retail prices recommended by manufacturers.

Keeping track of inventory and sales on over 650,000 products located in several warehouses across the U.S. is a challenging task for the growing company. Its primary warehouses are in Indiana and Salt Lake City, Utah. However, Overstock.com also works with partners that ship directly from their factories. With all the data being generated, Overstock.com decided to take action and implement a new data warehouse system. Teradata worked as the lead consultant to implement the new data warehouse on its

platform. Overstock.com then looked for a reporting tool to serve as the front-end of the system for its business users, so they could more easily view product inventory, decide which items to delete, expand, or promote, reduce inventory carrying costs, and more.

"Our previous reporting system broke down because it could not keep up with the growth of the company. We had to turn it off to keep up with website volume," says Garzella. *"And we had stale information, which wasn't very useful in making sound business decisions."*

Overstock.com's reports were written in custom code against the operational systems and proved to be too difficult for the company to maintain. The company needed real-time information in an easy-to-read and easy-to-understand format.

BI Solutions Deployed Across Company

Overstock.com chose to standardize on business intelligence (BI) from Business Objects for the front-end of its data warehouse from Teradata. One of the main factors contributing to the decision was that BI tools from Business Objects easily integrated with Teradata—meaning there were no major support issues with the two companies.

> " Now any business person in the company can access the reporting portal and view reports. "
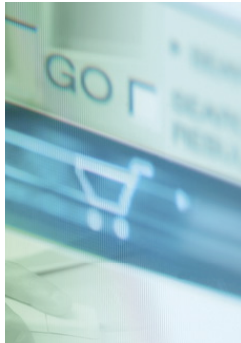
In addition, Overstock.com already used Crystal Reports from Business Objects throughout the organization.

The new BI platform for Overstock.com is made up of BusinessObjects Enterprise, BusinessObjects Web Intelligence, Crystal Reports, Data Integrator, and BusinessObjects Rapid Marts—including Accounts Receivable Rapid Mart, Accounts Payable Rapid Mart, General Ledger Rapid Mart, Purchasing Rapid Mart, and Sales Rapid Mart.

Currently, Overstock.com is using Data Integrator and Rapid Marts to pull financial information from its Oracle system and integrate it into the Teradata database. According to Garzella, about 120-130 tables—or a few million records—are transferred each night using Data Integrator.

Further, Overstock.com deployed BusinessObjects Enterprise to over 200 business users across the company in marketing, merchandising, and the executive staff.

Informed Employees, Better Business Decisions

With BI from Business Objects, Overstock.com is better equipped to make critical business decisions. In addition to the Data Integrator and BusinessObjects Enterprise implementations, the company also created dashboards with Web

Intelligence to give employees an at-a-glance view of important company data—such as daily sales history, item status, warehouse inventory, scheduled inbound/outbound deliveries, and more. The dashboards track revenue, gross margins, advertising expenses, how many consumers visited the site, and how many products were sold each day. Employees can also drill down deeper into the information for more insight. *"We can now give our employees real-time sales and shipping data all the way down to the SKU-level,"* says Garzella.

Overstock.com also has a better idea of its inventory. For example, the merchandising department can view reports showing the fastest-selling products and which products are close to being completely sold out. The marketing department can then use this data to help it decide which products to advertise to the public. Overall, the BI solution is making Overstock.com a much smarter company.

As for its future plans with BI, Overstock.com says it's currently working with prototypes of new dashboards from BusinessObjects Performance Manager, and it plans to roll those out in the next quarter. The new dashboards will help monitor key performance indicators and provide more ad hoc capabilities directly in the dashboard for business users.

About Overstock.com

→ **Activity:**
Online *"closeout"* retailer

→ **Sales figures:**
$540 million

Overstock.com, Inc. is an online "closeout" retailer offering discount, brand-name merchandise for sale over the internet. The company offers customers an opportunity to shop for bargains conveniently, while offering its suppliers an alternative inventory liquidation distribution channel. Overstock.com, headquartered in Salt Lake City, Utah, is a publicly traded company listed on the NASDAQ National Market System and can be found online at http://www.overstock.com.

Philip Morris Italia

CHALLENGE

→ Monitor a highly competitive and constantly changing market

→ Make efficient use of available data to perform in-depth analyses

→ Standardize data analysis criteria

SOLUTION

→ BusinessObjects and Oracle database

→ BusinessObjects Broadcast Agent to update and distribute reports daily

→ Migration to BusinessObjects XI Release 2 expected in the short term

BENEFITS

→ More efficient use of data

→ Capacity to quickly meet new information requirements

→ User independence without impairing data clarity and precision

"While Italy is an interesting market for our Group, it's also a market that is hard to control. This is the job of our sales force, which consists of almost half the company's 400 employees. In the past few years, however, technology has been playing a growing role, thanks to a major business intelligence project."

Marco Appignani, IT Director, Philip Morris Italia

Too Little Visibility to Disparate Data

While the cigarette market is part of the consumer products sector, it has its own specific issues. It's a tough market, with an equilibrium that has shifted since the privatization of ETI (Ente Tabacchi Italiani), which resulted in increased competition. Furthermore, a number of legal constraints have banned advertising and customer satisfaction measurements. Moreover, it remains important to control phenomena such as seasonality—especially in tourist areas— and elasticity of demand relative to changing prices. To interpret consumer trends in order to achieve its objectives and increase its market share, Philip Morris Italia had only the data collected by those who sold their products, i.e., its distributor and the tobacco shops.

In such a complex environment, Philip Morris' priority is to improve its understanding of the market—no small task, given all the factors at

play and the many products sold (more than 50). *"Given the regulations we're subject to, it's difficult to evaluate phenomena—for example, such as measuring the impact of a price change, since we have no consumer insight. In fact, we don't have access to the orders placed by tobacco shops, which can depend more on the reseller's choice than on a change in demand. So we need to make the most of the information we do have."*

Analyze Data According to Multiple Perspectives

Philip Morris has three main sources of information. First, its distributor, which provides logistical data—in particular quantities in stock, deliveries, etc. Second, its sales representatives in the field, who visit the tobacco shops and can therefore provide qualitative information (which they enter in the Siebel system). Last, its reseller studies, which Philip Morris entrusts to specialized firms.

> **Today, we get the most out of the data we have, and users are able to quickly respond to all new information requirements on their own. In addition, I think that we have achieved good balance between user independence and information control, therefore preserving data accuracy.**

Formerly, all this information was managed by a wide range of systems, and a number of tools were used to analyze the data, each with its own approach. That's why Philip Morris really needed a more homogeneous system.

So the company opted for standardization based on Business Objects solutions. The data warehouse was reorganized to adapt it to market requirements, and seven universes were created to analyze the data according to several different perspectives. Reporting and report distribution needs were also clearly defined. *"We chose BusinessObjects in client-server mode, and we use it with an Oracle database and Windows operating system."*

Single Solution Serves Entire Company

"We recently migrated to BusinessObjects Version 6.5.2. The smooth migration path gave us considerable advantages in terms of accelerating our processes and being able to save the reports in a number of forms. In addition, we use Broadcast Agent, which automatically *updates the data every morning and distributes it on our intranet. We're now considering deploying InfoView and migrating to BusinessObjects XI Release 2."*

Business Objects reports are now available throughout the company. There are two types of users, based on their use of the reports: most users view them on the company intranet, while the "superusers"—roughly 40 people—can perform their analyses on their own and generate ad hoc reports that can then become standard reports for the entire company. In addition, an 80-page brochure is also produced automatically every month for Philip Morris management.

"Even in a complex environment such as ours, the Business Objects solution works efficiently in terms of both the quantity of files to be managed and the infrastructures: all our systems are grouped in a remote data center that users access via our Citrix system." Users are very satisfied and constantly suggest expanding the Business Objects solution to other areas. The company is currently examining the idea of extending detailed analysis to each sales outlet.

About Philip Morris Italia

→ **Activity:**
Manufacturing company

→ **Sales figures:**
€1,255 million
(2004 balance sheet)

→ **Staff:**
400

Philip Morris Italia is the leading cigarette company on the Italian market, with a market share of more than 50% and annual sales of €1,255 million (2004 balance sheet). Philip Morris USA, Kraft Foods, and Philip Morris Italia belong to Altria Group Inc., whose capitalization in 2004 was more than $130 billion. Philip Morris Italia sells its brands through a distributor that supplies the 58,000 tobacco shops located in Italy.

"A Business Objects Gold Partner, Windhoff Software Services GmbH is proud of its extensive experience in data warehousing, reporting, and enterprise performance management. For our customers, this know-how is the guarantee of a reliable, optimized solution that satisfies their most complex requirements."

MARKUS BRÜNEN, MANAGER OF WINDHOFF SOFTWARE SERVICES GMBH

CASE STUDY

Sennheiser

At the advice of Windhoff Software Services, the Sennheiser company decided to deploy Business Objects solutions. Its objective was to allow users in the various operational departments to generate their own reports. Sennheiser wanted to implement a faster and more flexible reporting solution and to offload processing of requests from the various departments, a task currently handled by the IT department.

Given the large amount of reports produced regularly by the entire company, and at very specific times, Sennheiser opted for Business Objects Enterprise. This solution allows automated production and distribution of the reports created using Crystal Reports. Sennheiser updates them automatically

several times per day, month and quarter. They are then automatically exported to Excel and made available to management control for processing. Business Objects Enterprise also allows other reports to be created automatically in PDF format. These reports are sent to their recipients by e-mail.

Heinz-Jürgen Fischer from Sennheiser explains the process: *"Since the reports are generated by Crystal Reports from Business Objects in the departments and automatically distributed using Business Objects Enterprise, our IT department is freed from the reporting requests that stream in from the various departments. This means all our employees have quicker access to information and more processing flexibility. Windhoff won us over with its excellent consulting and training services."*

About Windhoff Software Services GmbH

→ **Activity:**
   IT services firm, Business Objects Gold Partner
→ **Staff:** 40
→ **Date founded:** 1987

Windhoff Software Services GmbH has been a first-rate supplier of IT services and a Business Objects Gold Partner for several years. The company established its reputation through its software engineering expertise, mainly in telecom, business intelligence and communication projects, as well as in industrial and airport projects. As a partner, we advise our customers and help them implement customized business intelligence solutions by harnessing the power of Business Objects products. We analyze their technical needs and business requirements. Then we handle modeling, solution deployment, and integration of the Business Objects products in the customer's IT environment. Lastly, we implement the quality assurance procedures and guide the project all the way to the production phase.

Share our customers
business intelligence successes

Business Objects™

"The creation of a centralized MIS solution based upon Business Objects and Teradata is enabling Tesco to create a single set of key business performance indicators across the UK and all international operations. This consistency is crucial for Tesco and will enable meaningful international performance comparisons that will inform ongoing global expansion."

Mark Goddard, IT Strategic Development Manager, Tesco

Create a Single Set of Key Performance Indicators for All Countries

Tesco is one of the top three international retailers in the world, with approximately 2,000 stores and 326,000 employees in 13 countries across Europe and Asia. A core component of Tesco's international strategy is consistent processes and policies, replicating UK-developed retailing excellence across the world while incorporating local cultural differences and tastes. Underpinning consistent global business practices is a set of standard performance measures and operations.

In 2002, Tesco decided to create a single Management Information System (MIS) solution to support both local and group reporting requirements. *"As Tesco extends its international operations, it is becoming increasingly important to achieve commonality of key performance indicators across all countries,"* says Goddard. *"To ensure consistency of quality and customer experience, Tesco needs sophisticated business insight, irrespective of the size or maturity of each international operation."*

A Standard Solution Deployed on All Sites

A core component of the company's international expansion is its approach to IT development, building solutions once and deploying the standard solution to all of its global operations. Following this model, Tesco opted for a centralized MIS that could deliver highly sophisticated reporting to even the smallest international operation.

Goddard explains: *"Tesco has already created a robust reporting architecture for the UK and Ireland using a Teradata data warehouse and Business Objects reporting tools. After careful consideration, it was apparent that a centralized, web-based MIS solution that leveraged this proven technology would deliver the most cost-effective yet sophisticated international reporting solution."*

A key component in the decision-making process was the functionality of BusinessObjects Enterprise 6. *"The combination of a totally web-based business intelligence product and Business Objects close relationship with Teradata delivers the speed, functionality, and flexibility required to deliver both standard and ad hoc reporting in a timely fashion to Tesco users across the world,"* says Goddard.

Tesco opted to first deploy Group MIS in South Korea, where it has 30 hypermarkets. Information from the Retek RMS operational system is sent via a wide area network to a Teradata master data warehouse in the UK. This information is then aggregated and loaded into the Teradata reporting data warehouse. From 7:00am, users in South Korea have web-based access to Business Objects reports, providing complete insight into the previous day's performance.

Performance Comparisons on an International Scale

Group MIS has also been rolled out to Tesco in Turkey, and during 2005 it will be introduced to the company's operations in Poland, creating a total user base approaching 2,000.

Simultaneously, Tesco plans to replicate the success of the commercial Group MIS with a Group Retail MIS that addresses the company's key areas: operations, finance, people and customers. *"Group Retail MIS will enable Tesco to measure store-based performance consistently across the globe,"* says Goddard. *"This will include measurement of wastage and stockholding, sales, staff training and review, and customer satisfaction."*

Looking ahead, the company plans to use common commercial and retail key performance indicators to achieve meaningful performance comparisons across the entire international operation.

Goddard concludes: *"The Group MIS solution based on Business Objects and Teradata enables Tesco to take the sophistication of the UK retail market and replicate it internationally. We now have the business intelligence infrastructure to provide rapid insight into our performance across the world and, in the future, will undertake meaningful country-by-country comparison that will assist in Tesco's ongoing international strategy."*

Tesco South Korea attained immediate benefits from the deployment of this sophisticated MIS solution, far beyond any system that could have been deployed locally.

• Users now have daily, weekly, and monthly tracking of key areas—including sales, margins, stock, and wastage. Information is available at a detailed item level, and users can rapidly attain like-for-like comparisons.

• The ability to track weekly, and monthly stock availability, combined with increased insight into supplier performance on a daily and weekly basis, enables Tesco to increase the frequency of its supplier negotiations.

• The company is able to improve the sophistication and relevance of marketing campaigns with improved promotions reporting and performance tracking.

Planned enhancements include detailed product category performance reporting and analysis by store format.

Additional Benefits

• Leveraging the web-based infrastructure, performance, and flexibility of the Business Objects and Teradata solution will enable Tesco to deploy sophisticated MIS solutions for all its international operations, irrespective of market size or maturity.

• The centralized architecture and support minimize the local overhead and ensure low cost-of-ownership.

• By providing immediate insight into business performance at a low level of granularity, Group MIS will gain a significant competitive edge.

• The ability to deploy Group MIS will ensure Tesco can attain a better, faster understanding of the performance of new international operations for the benefit of Tesco customers worldwide.

About Tesco

→ **Activity:**
Retail

→ **Staff:**
326,000 people in 13 countries across Europe and Asia

Tesco is one of the top three international retailers in the world, with approximately 2,000 stores and 326,000 people in 13 countries across Europe and Asia. Tesco aims to deliver a consistently strong customer offer on every visit and every transaction by focusing on the Group's core purpose: to create value for customers to earn their lifetime loyalty. This core purpose is delivered through the Tesco values: no-one tries harder for customers and treat people how we like to be treated.

WHSmith News

CHALLENGE

→ WHSmith News wanted to improve the efficiency and effectiveness of the complex process of retail newspaper and magazine category management. To achieve this the company needed to expand its existing supply chain extranet to include the availability of EPOS data from the five retailers now responsible for over 40% of magazine and newspaper sales

SOLUTION

→ Optimized extranet with Web Intelligence

BENEFITS

→ For distributors and publishers: unprecedented insight into the newspaper/ magazine supply chain

"WHSmith News has become the industry-leading provider of market and operational information for publishers, distributors, and retailers. This could not have been achieved without our Business Objects extranet, which provides the most comprehensive view of the newspaper and magazine supply chain. This insight is underpinning performance optimization at every point of the supply chain—from streamlining processes and reducing product shrinkage by over 75%, to enabling the best possible consumer offer."

Richard Webb, IS Director, WHSmith News

Five Organizations Accounting for 40% of Sales

WHSmith News is the UK's largest magazine and newspaper wholesaler. It receives newspapers and magazines in bulk from 500 publishers and distributors on a daily basis and re-packs and distributes them to 22,000 retailers. The company handles over 53 million units every week.

In addition to using Business Objects as its internal business intelligence (BI) standard, WHSmith News has developed the most comprehensive source of information within the market. The company provides distributors and publishers with unprecedented insight into the newspaper/magazine supply chain by making performance information readily accessible through an extranet powered by Web Intelligence, the internet-based BI solution from Business Objects.

In recent years, the retail market for newspapers and magazines has changed dramatically with five organizations— WHSmith, Tesco, Sainsbury, Asda, and Morrisons—now accounting for over 40% of magazine sales.

To ensure these retailers allocate maximum space to what is an extremely complex category to manage, WHSmith needed to improve the quality of information it captured in this market in order to offer an enhanced service. *"The variables of on-sale and recall dates, bulk deliveries, and the narrow time-window that retailers have to make returns, creates a challenging environment for efficient, profitable management of the newspaper and magazine category. By providing insight into key performance indicators and delivering value-added services, WHSmith News can enable retailers to maximize the value of this category in-store,"* says Webb.

An Extranet Dedicated to the Supply Chain

The company has expanded its supply-chain extranet to incorporate retailers' EPOS data, to provide information that enables retailers to maximize magazine and newspaper availability and sales while reducing waste.

WHSmith News uses BusinessObjects Data Integrator to access and consolidate data and move it into the company's data warehouse, ready for analysis by retailers via the extranet.
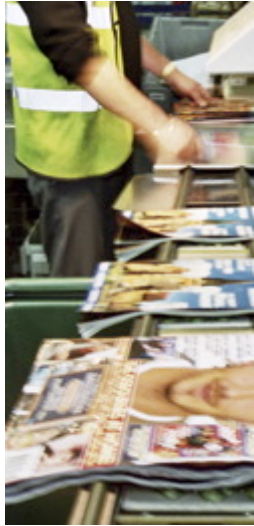
"We knew that Data Integrator would be able to provide us with the timely delivery of EPOS information we required as we already rely on it to integrate information from disparate systems across the company, including SAP and Oracle. Using Data Integrator to automate this process guarantees data quality at minimal cost," says Webb.

The company has also leveraged Business Objects BI solutions to deliver a managed business intelligence service to COMAG, the UK's largest third-party magazine distributor. WHSmith News is using Data Integrator on behalf of COMAG to access and consolidate data on the performance of the entire UK market, not just its own customer/supplier base. This provides COMAG with analyses that provide greater granularity of business performance than ever before, right down to individual store level. COMAG is now also sharing this information, through Web Intelligence, with its publisher partners to improve product targeting and ensure that retail customers have the product they require to meet the needs of their consumers.

Improved Sales Management

In addition to distributor and publisher information, WHSmith News' supply-chain extranet now provides the five largest retailers with access to information that enables them to improve their category management processes. Access to key performance indicators, including availability per issue, shrinkage, wastage and returns, enables retailers to better understand how the newspaper and magazine category is performing in order to maximize sales. Forecast returns information tells retailers the exact number of expected returns for each publication issue, helping to minimize losses and ensure all returns are made on the set day. WHSmith News also uses all of this information to provide solutions to enhance category performance, including returns management and sales-based replenishment.

Analysis of EPOS data has led WHSmith News to move from one-off bulk delivery to retailers to sales-based replenishment to improve category management.

"Given the importance of these key retailers to the newspaper and magazine market, it is essential for WHSmith News to not only be the most efficient wholesaler but also to provide value-added information and services to enable retailers to effectively and profitably manage the category," says Webb.

With flat sales, the sector is also looking to maximize the profitability of new magazine/newspaper launches. The extranet has allowed every tier in the supply chain, from publisher through distributor and wholesaler to retailer, to both access and to give feedback on information. This informs decisions on forthcoming print runs, price point, and product change and will underpin increasingly sophisticated performance analysis.

In addition, by delivering a managed BI service for COMAG, WHSmith is further supporting supply-chain visibility from publisher to retailer. This information is fostering a closer partnership between the two companies, and COMAG is already gaining tangible benefits. It is able to control the complexity of managing over 140 million sales records while gaining the visibility required to improve targeting to the 54,000 retail stores that sell its titles. In addition, by sharing information with publisher customers, COMAG is enhancing its market offering and delivering the rapid business insight required to improve effectiveness and profitability.

"With our Business Objects extranet and managed business intelligence service for COMAG we are using our position at the heart of the supply-chain to create new standards of supply-chain visibility and to forge tighter relationships with customers and partners," says Webb.

About WHSmith News

→ **Activity:**
Wholesale magazine and newspaper

→ **Staff:**
4,500

→ **Date founded:**
1792

WHSmith News is the UK's largest magazine and newspaper wholesaler. It handles more than 50 million newspapers and magazines every week from 500 publishers for distribution to 22,000 retailers. This includes 4.1 million newspapers (as well as 5 million Sunday newspapers) and 15 million magazines each week.

Aeroportos de Portugal SA

"The return on investment was immediate. Our BI system already helps us make relevant decisions, because they are based on reliable, up-to-date, and accurate data."

OLF — centre de distribution multi-média

"With the Business Objects extranet, we can provide our business partners with all available information in a reliable, user-friendly way, 24 hours a day. This allows us to closely meet our customers' analysis requirements, which gives us a clear-cut competitive advantage."

autoroutes PARIS RHIN RHONE — *en toute confiance*

"With our new management system, developed with Business Objects, we have divided our development costs and total cost-of-ownership by five, compared to our former system."

Swiss Football Association

"Report standardization has made our day-to-day work much easier. For instance, the administrative workload of the match commission has been cut in half!"

#6 Services

IMPROVING PERFORMANCE IN SERVICE COMPANIES

With the acceleration of the service economy in developed countries, service companies of all types are growing and employing many more people.

For a successful service company, knowing customer requirements, managing and controlling manpower costs are critical.

Service companies consolidate data from many customer and employee sources to develop innovative and differentiated services at an acceptable cost.

Business Objects provides the access to:

→ **Financial and management data to monitor and control financial performance**

→ **The ability to collate and analyze customer feedback**, customer profiling, and segmentation data to improve services, sales and marketing effectiveness

→ **The tracking of human capital** to improve efficiencies and optimize manpower

→ **Customer service and call center reports** to improve operational effectiveness

Aegis Media Belgium

CHALLENGE

→ Establish a competitive advantage with complete visibility on media investments and their profitability

SOLUTION

→ An information management data warehouse

→ BusinessObjects

→ BusinessObjects Web Intelligence

→ BusinessObjects Data Integrator

→ Crystal Reports

BENEFITS

→ Internal: monitoring of investments per advertiser and profitability per subsidiary

→ For customers: ROI visibility on advertising investments (invested budgets and audience ratio)

"In the field of space-buying, business intelligence is crucial. Both our advertiser customers and our holding company demand full visibility on media investment and profitability indicators. Eighty percent of our activity is therefore tied to the analysis of our data, which is received in large volumes, in a wide range of formats, and very frequently. We chose to standardize our solutions upstream based on BusinessObjects Data Integrator, BusinessObjects, Web Intelligence, and Crystal Reports in order to meet these needs without increasing the workload of the IT teams."

Guy Coeck, Chief Operating Officer, Aegis Media Belgium

Imcompatible Database, No Visibility

Aegis Media Belgium has gradually taken over the common services of the Belgian subsidiaries developed over the years by Aegis Media. Today, Aegis Media Belgium coordinates and manages finance, purchasing, back-office, and IT for all the trademarks of the Group's Communication Division. Formerly, its IT infrastructure was built around a series of databases that were not compatible with each other. This heterogeneity made data exchanges impossible.

To process orders and invoicing, the English holding company decided to first standardize the local databases in Oracle, using programming languages limited to a few standards (Powerbuilder by Sybase, Java, C++, etc.). A new stage began in 2001: the Group reporting system included too many different practices, in addition to a complex and demanding business environment. They needed increased visibility—a competitive advantage for advertisers who are seeking an increasingly global and international vision of their investments.

Moreover, the holding company shareholders needed to monitor the profitability of each subsidiary. So Aegis Media Belgium decided to first standardize its databases and then its information management standards so that all the experts could speak the same language. From the simplest Excel spreadsheet to the most sophisticated business intelligence system, reporting accounts for 80% of the IT teams' work. To increase efficiency and streamline the processes, Coeck narrowed the scope of his search down to a downstream solution offering reporting that was easy and quick to implement and that had a very user-friendly interface. After stringent benchmarking of the available tools, he opted for Business Objects solutions.

Budget Analysis and Easy Mass Distribution

Media rates, audiences—every day, Aegis Media Belgium receives several hundred gigabytes of data on all types of media and in all kinds of formats. For example, 20 television channels supply their daily rates for some 50 commercial breaks, broken down into commercial, noncommercial, regional, and other offers.

> **Space-buying is an activity that generates huge amounts of data in a wide range of formats. Formerly, the frequent changes and lack of an appropriate tool made space-buying data management a complex and tedious process.**

This data is supplied in text files, HTML format, by FTP server, email, etc. Radio stations and the press do the same, though at a lower frequency.

In addition to the rates, there are gross (second per second) and aggregate audiences, quarter-hour by quarter-hour audiences, and commercial break or program audiences for some 40 different targets. So the audience data is huge. Posting information caused an added difficulty: many different data formats are not always provided correctly. Nevertheless, this heterogeneity must be transparent for users, especially advertisers: *"Given the need, at any price, to standardize large volumes of heterogeneous data delivered at short intervals to facilitate analysis, we decided to implement BusinessObjects Data Integrator as well."*

Today, Aegis Media Belgium uses Data Integrator to feed data coming from numerous source databases and with a wide range of contents and formats into the data warehouse. BusinessObjects is interfaced at the data warehouse to deliver crucial analyses on customers' budget situations. Web Intelligence allows users to monitor budget trends over time and to obtain information on the highly complex commissions system in intelligible form. Crystal Reports mass distributes the published reports.

BI Tools Exceed Expectations

"Data Integrator allows us to easily extract all types of data formats, to transform them regardless of their complexity, and to load all these streams into a single data warehouse. Compared to conventional data integration tools, Data Integrator affords tremendous working flexibility and visual interfaces that users quickly feel at home with," reports Coeck. In addition, by standardizing the tool, skills sharing between developers is facilitated, enhancing the tool's future-proofness.

Aegis Media Belgium now has a single and consistent rate and audience database, despite the large number of suppliers. Data extraction is much easier and faster than before. Shareholders are reassured because they gain visibility over customer investments and subsidiary profitability. Customers can monitor their budgets and audience ratings. And they can easily confront data to measure the cost/audience ratio and its performance over time. Aegis Media Belgium can offer a custom response to each of its customers' requests. Lastly, it will be soon be possible to compare advertising costs at the international level.

About Aegis Media Belgium

→ **Activity:**
Space-buying and communication consulting

→ **Budgets managed:**
€350 million

→ **Staff:**
100

Aegis Media is the #5 ranking communication consulting group worldwide and the #1 independent consulting and space-buying group worldwide. Aegis Media is the media division of the English holding company Aegis Group plc. Aegis Media Belgium employs 100 people and manages budgets totaling €350 million. The subsidiary is divided into five trademarks: Carat (media consulting and space-buying network), Vizeum (advertising research), Isobar (internet division), Posterscope (outdoor posting), and Local Focus (for all local communication needs).

ANA-Aeropuertos de Portugal

CHALLENGE

The data model had reached its limits:

→ Difficult to add new concepts

→ Serious information availability problems
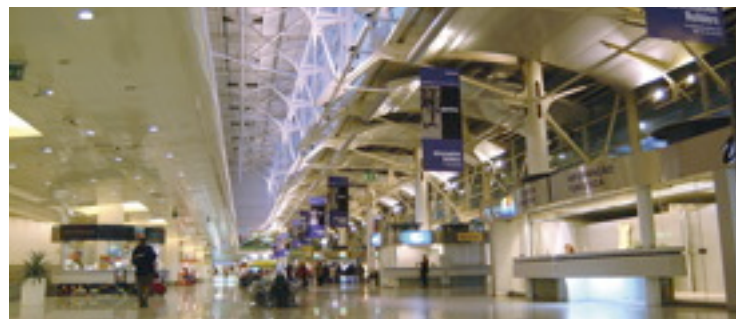
SOLUTION

→ BusinessObjects

→ BusinessObjects Data Integrator and BusinessObjects Web Intelligence

BENEFITS

→ Immediate ROI

→ Centralized data

→ Identical concepts and data for all airports

→ Mission-critical decisions are based on accurate, reliable, up-to-date data

Geographic Dispersion, Inaccessible Data

For a company of this scope, the challenge consisted in managing its aircraft processing platform while continuing to strengthen other activities, such as planning and financial control, sales, human resources, and the company's operational framework.

ANA needed a centralized data warehouse where all of its data could be organized and accessible to all employees. It also needed a tool that would streamline the loading processes and offer quick access to information.

Moreover, it was vital that the same concepts could be shared at the corporate level, a somewhat complex task due to the company's geographically dispersed operating centers.

In 2004, the decision was made to improve this situation. Until then, the company used the Oracle 8i database with BusinessObjects 5.1.4 for its business intelligence (BI) solution. The combination of this platform and the BI solution would allow report generation in client-server mode.

All the loading processes were in the same format as the databases, and the data model had serious limitations. For example, it was impossible to easily add new concepts, and data availability and the time required to access information were real issues.

In addition, the company had one license per user, which limited flexibility and the adaptability of the technology to the company's needs.

Flexible, Scalable, and User-Friendly

Given the situation, ANA pursued the following objectives:

• Upgrade its technology

• Create a data model tailored to employee needs that was flexible enough to respond to changing requirements

• Consolidate operating data, financial data, and organizational data

• Implement a platform that would enable users to generate reports without the help of IT

ANA analyzed the main options available on the market for achieving these objectives. The company needed a platform that could cover every airport and all its activities.
It already had a positive experience with Business Objects, which offered a scalable solution and clear advantages with its licensing system, so ANA chose this supplier.

From September 2004 to May 2005, ANA deployed BusinessObjects 6.5.1, this implied a logical technological change and a migration to the new BI concept.

> **The main challenge today is to define identical concepts for every airport—no small matter for a company with geographically dispersed operating centers—and to introduce the culture change required so that employees get used to producing their own reports and analyses without the help of the IT department.**

At that point, ANA began to implement the loading processes with BusinessObjects Data Integrator and installed the Web Intelligence portal to manage and share the documents used for dashboards and reporting.

This solution allowed ANA to manage operational data traffic and quickly set up a RapidMart cost center to integrate SAP and Business Objects.

Immediate ROI

ANA is now working on the second implementation phase, which began in January 2006 and should be completed by year-end.

Between the two phases, ANA had the opportunity to review the project and identify areas where it wished to implement new tools. Initially, the company put emphasis on the operational realm, with the objective of adding new concepts. After that, it tackled all the activities handled by SAP: sales, human resources, purchasing, accounting, etc.

For Rui Alexandre Carneiro, manager of the entire project at ANA's IT Division, *"The main challenge today is to define identical concepts for every airport— no small matter for a company with geographically dispersed operating centers—and to introduce the*

culture change required so that employees get used to producing their own reports and analyses without the help of the IT department."

To overcome this obstacle, Carneiro has set up a continuing training program for a number of personnel in the company—first he trained the managers, and the managers trained the members of their respective departments. Carneiro is also working with Business Objects, to set up a consulting program to familiarize users with the concept of BI. Carneiro is very satisfied with the results: *"The return on investment was immediate. Our BI system already helps us make relevant decisions, because they are based on reliable, up-to-date, and accurate data."*

Carneiro also points out Business Objects involvement relative to its own product, leading them to institute a risk-sharing policy with ANA.

Future Migration

For now, the company has set clear objectives, namely to implement the strategy initiated in January by the end of 2006. Once the current implementation is finalized and consolidated, ANA plans to consider a possible migration to BusinessObjects XI Release 2.

About ANA-Aeropuertos de Portugal

→ **Activity:**
Airport management

→ **Sales figures:**
23 million passengers

→ **Staff:**
1,300

ANA-Aeropuertos de Portugal is a company whose role is to provide airport services for civil aviation. Its mission is to manage, maintain and develop Portugal's airports. For seven years, ANA has been known for its quality, cost-efficiency, and exploitation of new commercial opportunities. ANA currently handles some 23 million passengers (270,000 flights annually) and employs approximately 1,300 people.

Eurostar

CHALLENGE

→ To optimize operational performance

→ To achieve a single view of the customer experience

SOLUTION

→ BusinessObjects Web Intelligence, BusinessObjects Broadcast Agent, and BusinessObjects Scheduler to deliver web-based reports and analysis

BENEFITS

→ Improved information relevance and timeliness

→ Improved on-time performance through automated reporting

→ Enhanced customer service

"Eurostar's objective is to build both business and leisure traffic on the London/Paris and London/Brussels travel routes. Business intelligence solutions from Business Objects have helped improve operational efficiency, maintenance, and on-time performance. These improvements will both enhance customer service and enable Eurostar to work towards further maximizing capacity."

Shreya Patel, Head of Business Data Management, Eurostar

Easy Access to Reliable Data

Eurostar believes that providing an excellent customer experience is fundamental to the company retaining its position as the primary high-speed rail service route for business and leisure customers between London and Paris/Brussels.

In 2007, the company will benefit from the opening of the new St. Pancras International station in London, extending the high-speed link. To maximize this new service and help understand its market better, Eurostar requires a cross-organizational information management platform that combines departmental information to attain key business information in an easy-to-access and reliable manner. This insight into train punctuality, maintenance, and customer experience will enable the company to maximize operational efficiency and deliver excellent customer service.

Patel explains, *"A single, consolidated information platform will enable improvements in both business efficiency and the customer experience."*

BI Enhances Operational Performance

Eurostar is using business intelligence (BI) technology to attain insight into operational performance from a range of data sources. The company uses BusinessObjects Web Intelligence to provide staff with the ability to query, report, and analyze information stored in various business applications. Users can monitor components that impact customer satisfaction—such as data on customer complaints, train maintenance, punctuality, as well as information on finance, procurement, and IT performance.

To share key information quickly with a larger number of users, Eurostar uses BusinessObjects Broadcast Agent Scheduler to

> " Excellent customer service is fundamental to Eurostar's success. Business Objects solutions are a key factor in providing us with a comprehensive view of our operational performance. As a result, we can drive customer satisfaction and loyalty for tomorrow. "

automatically distribute reports via multiple media including the web and email distribution. Blueprint Management Systems has worked closely with Eurostar to architect these BI solutions.

"Eurostar's objective is to use Business Objects BI solutions to deliver accurate and consistent information across the business," says Patel.

Increased Market Share Via Excellent Customer Service

Eurostar now has the ability to track, understand, and manage key business drivers for customer satisfaction, including train punctuality and customer service. Staff receive daily automated reports that update them on the status of train maintenance and alert them to delays. More timely and improved access to information is enabling the company to respond faster to customer complaints and manage the refund process more efficiently.

The BI solution is also providing greater financial insight. Spend analysis per cost-center supports analysis of the impact of ticket sales on revenue/yield. Eurostar is also undertaking analysis of its procurement processes—combining

vendor response history, lead time, and contract monitoring with volume and business value. Eurostar has already improved operational efficiency, leveraging enhanced information to respond faster to customer complaints.

Looking forward, the company plans to combine information on service performance—including staff levels and punctuality—with customer feedback to gain a comprehensive understanding of customer behavior and the overall customer experience.

The company is also planning to extend its BI infrastructure through the use of BusinessObjects Data Integrator to consolidate information from disparate data sources across the company. This tool will help Eurostar attain a complete view of its customers and give management with access to critical information to drive improved performance and higher capital returns.

Improved customer insight will play a key role in determining the ways of managing customer care and relationships when the new high-speed link is opened in 2007.

About Eurostar

→ **Activity:**
High-speed rail service

→ **Sales figures:**
£214 million

→ **Staff:**
1,500

→ **Date founded:**
1994

Eurostar is a fast rail service directly linking the UK to France and Belgium via the Channel Tunnel. Eurostar runs up to 14 services to Paris and nine to Brussels daily. The company has a 57% share of the London/Brussels route and a 65% share of the London/Paris route.

JTC Corporation

CHALLENGE

→ Staff needed access to critical data contained in multiple data sources

SOLUTION

→ JTC chose to standardize on BI from Business Objects—giving the company a single version of the truth at any given time

BENEFITS

→ Streamlined reporting and cross-sharing of information

→ Improved communications throughout the enterprise

"The Business Objects business intelligence platform offers many report possibilities, and users are happy because they can have timely access to a variety of reports that enhance their productivity and planning."

Yap Chee Yuen, Chief Technology Officer and Chief Knowledge Officer, JTC Corporation

Data from Different Silos Caused Delays in Reporting

Over the years, with the increasing scarcity of land in Singapore, more stringent criteria have been introduced to ensure optimum usage of land. Thus JTC Corporation recognized the need to build an intelligent enterprise system that was flexible enough to provide its management and professionals with accurate business and trend reports in rentals, land use, occupancy rates, etc.

JTC faced the challenges of having a legacy system that was not flexible enough to slice-and-dice the data into different reports, and it lacked standardization in the way information was consolidated.

Each department in JTC was running as a silo, with different sets of definitions for data entry. Thus, when it came to monthly reporting, JTC's IT department had to extract data from different departments—such as sales and marketing, customer service, HR, and finance, etc.—into an Excel format before feeding the information into the legacy BRIO system.

This process would take a few days as IT and other departments had to agree on how the data would appear in the reports. Trying to gather business intelligence in this way was very time-consuming and counter productive.

Data Consistency and Accuracy Throughout Organization

From the initial stages of development, JTC worked with Business Objects to clean up its existing data and set up an infrastructure to ensure data consistency that would provide greater accuracy in the reports that were generated. *"To ensure that we addressed the issues of data accuracy, a data council consisting of middle to senior management was set up to articulate and define the key data that JTC used to create a data system,"* explains Yuen. *"A steering committee was also set up in tandem for each department to evaluate and define audience type, security level, and what critical information had to be included in the data warehouse."* After sorting out the data issues, JTC implemented BI from Business Objects as its BI standard and the front-end solution for query and analysis.

> **The Business Objects business intelligence platform offers many report possibilities, and users are happy because they can have timely access to a variety of reports that enhance their productivity and planning.**

This enabled the management and professionals to view the data and generate reports. By getting everyone in JTC on the same electronic platform, there was consistency in data and important data were captured.

Costs Cut by Half a Million Dollars

The planning department can now analyze the occupancy rates for JTC facilities, the allocation of land versus building, different land usage, take-up rates, and even slice the data month-on-month, or year-on-year, and by customer type.

The sales department is now able to analyze revenue generated from rentals and yield rates.

And the human resource department can analyze attrition rates, manpower allocation, and can plan resources based on competency and skills set.

As a result of standardizing BI throughout the enterprise, JTC has eradicated inconsistent data and achieved user satisfaction. With electronic forms, there is now cross-sharing of data that enables JTC to streamline reporting requirements and help improve communications throughout the enterprise. Besides these benefits, JTC enjoyed a one-time return on investment of $500,000 in cost savings in its first year of implementation and foresees an annual costs savings of $250,000.

About JTC Corporation

→ **Activity:**
Provider of industrial space solutions

JTC Corporation is Singapore's leading provider of industrial space solutions, offering a wide range of industrial and business facilities tailored to suit all types of manufacturing and related operations. In the last three decades, JTC has developed over 7,000 hectares of industrial land and 4 million square meters of ready-built factories, specialized parks, and facilities for more than 7,000 local and multinational companies.

CHALLENGE

→ Remain competitive in a constantly changing and very tough market

→ Process enterprise data efficiently to improve market insight

→ Identify the most competitive customized services and offers

SOLUTION

→ Open environment: Linux on Oracle architecture

→ BusinessObjects client-server and BusinessObjects Web Intelligence

BENEFITS

→ Monitoring and cross-analysis of all enterprise variables

→ Greater customization of offers

→ Information sharing and closer collaboration with customers

→ Cost-cutting

→ User independence

"We have huge amounts of data, and the difficulty consists in correlating it, an absolute prerequisite for processing it efficiently. Today, our distribution tool makes the task much easier. We can share our data with our customers and collaborate more closely with them."

Gianlorenzo Manuti, IT Director of the DWH Division, Maggiore

Unable to Correlate Large Volume of Data

The car rental sector spans the car rental business itself, which is growing steadily, and the car fleet management business, which is undergoing swift change. Companies are seeking ever more sophisticated and customized forms of outsourcing, and market players are constantly developing new offerings. In such a competitive and changing sector, information availability and clarity are critical.

Maggiore had a large volume of data but was unable to correlate it effectively. A few years ago, the company decided to use Business Objects business intelligence (BI) solutions. Today, these solutions allows the company to manage its data efficiently. *"Developing the universes was a key phase in our BI project. We chose to create a small number of universes covering all the data that is relevant for analysis. In case of an accident, for example, it's important that we know when and where it happened, who the driver is, what the vehicle is, the type of insurance coverage, etc. In addition, we need to be*

able to correlate and interpret this data—in other words to understand how it can be useful to our business," explains Manuti.

Cost-Effective, User-Friendly Data Analysis

For its infrastructure, Maggiore chose an open environment with Linux on an Oracle platform. For BI, the company opted for Business Objects client-server and Web Intelligence, whose advantage is to enable data analysis at a lesser cost using a standard browser. *"We decided to entrust information management to specially trained company employees,"* continues Manuti. *"Today, each of these employees is responsible for analyses in their field of expertise, and they're able to determine the business' key indicators. They produce reports and distribute them to all the users."*

To create this group of analysts, which is a new role in the company, internal processes had to be revised, and special training programs were set up. The users, divided into groups of five to six people, participated in

> **In the future, we plan to switch to BusinessObjects XI, and especially to integrate BusinessObjects in Crystal Reports, the reporting solution we've always used. That's why the purchase of Crystal Decisions by Business Objects has given us a fantastic opportunity to standardize.**

workshops on different themes. The data warehouse concept was first studied in detail. Then a common terminology was developed: this was crucial to allow IT managers and sales managers to collaborate. The objective of these workshops was to make the analysts fully aware of the value of the data for the company. *"Today, the analysts manage the content of our data warehouse. The IT department simply acts as supervisor, ensuring overall consistency and preventing redundancies."*

Added-Value Services for Customers

The results of the analyses are also distributed outside the company. The fact that it's easy to share data with customers enables closer collaboration that goes beyond a simple contractual relationship. *"Let's take the case of accidents,"* explains Manuti.

"The analysts can monitor trends in the number of a customer's accidents according to vehicle make and model, or to driver category." By sharing all this information with our customers, we can make them a tailor-made offer that is customized down to the slightest details—for example, according to the type of user if the customer is a large corporation.

Today, Maggiore publishes its reports in Excel format on its intranet. Users are automatically informed by email as soon as a new report is available. The company has just launched a project that will give customers complete freedom to view the reports that concern them. This service is already being tested by several large customers, who can access large amounts of detailed information ranging from the number of accidents to the due dates of their Maggiore rental invoices. *"This is an added-value service that we can offer our customers free of charge since all the information is generated automatically. For us, the cost is very low,"* emphasizes Manuti.

Maggiore chose Business Objects because it is an extremely flexible, multiplatform product that is recognized as #1 in the market, and that integrates seamlessly with SAP and the other enterprise resource planning systems.

About Maggiore

→ **Activity:**
Car rentals

→ **Sales figures:**
€195 million in 2003

→ **Date founded:**
1947

More than 150 agencies spread over 100 cities, established in 83 countries through a number of local partnerships, 9 recently opened offices, and a constantly expanding distribution network: these key figures describe the Maggiore Group, which specializes in car rentals. The Group consists of two companies, Maggiore Rent (short-term rentals) and Maggiore Fleet (long-term rentals), and ranks third in size among car-rental companies in Italy. Maggiore is the only company on the market that is Italian.

CHALLENGE

→ Set up an intercompany online statistics service for business partners and customers so they can choose from among 3 million items

→ Implement a reliable, highly available extranet for ongoing market monitoring and sales analysis

SOLUTION

→ The OWEBI extranet was created in barely two months using BusinessObjects Designer, BusinessObjects Supervisor, BusinessObjects InfoView, BusinessObjects Web Intelligence and BusinessObjects Broadcast Agent

BENEFITS

→ Customers have 24/7 access to the information they want and can perform their own analyses

→ In this way, OLF substantially reduced the number of people that handle statistical requests, giving it a unique edge over the competition
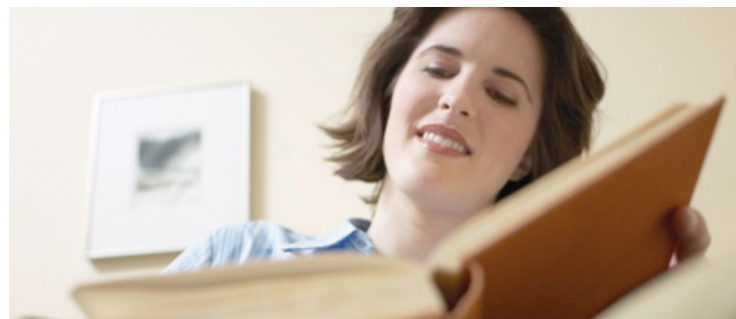
"With the Business Objects extranet, we can provide our business partners with all available information in a reliable, user-friendly way, 24 hours a day. OWEBI allows us to closely meet our customers' analysis requirements, which gives us a clear-cut competitive advantage. In addition, we considerably reduce the workload of our statistics employees, not to mention the paper saved."

Serge Riedo, Vice President Finance and IT, OLF

OLF is a part of the Payot Naville Distribution Group, itself a subsidiary of the Hachette Distribution Services Group. This Frieburg-based company, with 147 employees, dominates the market for the distribution and sales of German, French and English language books and cultural products. OLF customers are bookstores, department stores, newsstands, stationery stores, and some 1,200 publishers. Its main services include: reception and storage of consigned goods, inventory management, finding outlets for new publications, order entry, product labeling, preparation and shipping of orders in less than 24 hours, as well as invoicing and handling of payments.

Online communication plays a key role in OLF's economic model. Through the internet and a secure interface, business partners have direct access to OLF databases, which manage more than 1 million items. Permanently updated information shows sales trends on the Swiss market, per title and per sales outlet, and item availability. Another advantage of this system is that customers can order online.

Access to Crucial Data 24 Hours a Day

A special service OLF offers its customers is its OWEBI (OLF Web business intelligence) extranet, developed in collaboration with Business Objects. This online statistics service was introduced in 2003 for web-based reporting. Before OWEBI, OLF had to prepare the statistics for its customers. Today, the sales partners have self-serve, password-protected access to an SQL server hosting the data that is crucial to them. OWEBI empowers users to extract and process reports in the form of tables and graphics. This allows them to analyze OLF's various activities according to their needs and their individual requirements—in German, French, or English. The reports generated can then be converted to PDF format or exported into Excel spreadsheets for distribution.

OWEBI offers users seven areas of analysis: item, customer, region, sales representative, class of goods, best sellers, and supplier group.

> **We've been working successfully with Business Objects in the field of analysis and reporting for more than eight years.**
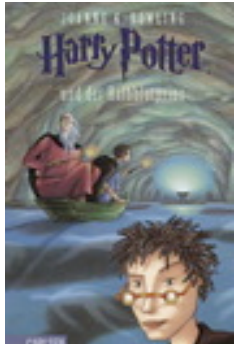
In addition, it can provide benchmark analyses of the performance of the various sales activities based on predefined key indicators. With OWEBI custom queries can be created that allow the analysis of all data archived over the past 26 months.

Users can compare current figures with those of the previous year and learn important lessons from the measures implemented to improve performance in a given business sector.

The extranet database is updated daily, so the data available to customers is never more than 24 hours old. Furthermore, the OLF IT department ensures that data is available at all times: service level agreements guarantee that any malfunctions will be resolved in four hours or less.

A Successful, Lasting Partnership

"When we decided to make the required statistics available to our partners online, it was obvious to us that we would do this project with Business Objects. We have always been very satisfied with this company, and integrating its solution in our existing BI infrastructure was a smooth process. The short implementation time, barely two months, is proof of this. Our customers' reactions confirm the added value delivered by this

service, which gives us a clear edge over our competitors," says Dinh Van Linh Nguyen, Desktop and Web Services Administrator at OLF, who advocated choosing Business Objects to implement OWEBI.

OWEBI is also used intensively in-house. Managers and sales representatives can access it at all times to obtain the mission-critial information they need, even when they're out of their office.

Sales personnel enter customer orders directly into the system on their laptop. The orders are synchronized with OWEBI, offering real-time information of sales activity. In addition, OWEBI offers many advantages to financial management and marketing departments. Business Objects Broadcast Agent ensures that all necessary reports are automatically made available to the relevant user groups at the set times.

The system is deployed gradually in order to closely meet customer needs. For instance, the most recent data on inventory positions will be added to OWEBI next year. During the third phase, in 2007, dashboards and dynamic analysis with automatic alerts should be implemented to further improve performance, for the greater benefit of the readers of Harry Potter & Co.

About OLF

→ **Activity:** Distribution and sale of books and other cultural products → **Staff:** 147	OLF is the Swiss market leader for the distribution of books and cultural leisure products in French, English and German. OLF is a professional intermediary between the creator and his audience.

Parago

CHALLENGE

→ Find an easier way to report on and deliver data to clients via the web

→ Free up account managers' time

SOLUTION

→ Business Objects helped Parago enable clients to easily log on to a website and retrieve reports they need to make better-informed marketing decisions

BENEFITS

→ Gave customers web access to marketing campaigns and campaign details

→ Account managers now have more time to focus on creating and implementing marketing campaigns

"We've had some clients rave about the offering. They're very, very pleased with the reporting, the tool, and the delivery. Because of the accolades from clients, I know that BI solutions from Business Objects have given us a great differentiator and a competitive advantage."

Bob Freeburg, Vice President of Technology, Parago

Creating a Self-Serve Environment for Customers

Parago is a marketing services company that helps over 200 active clients acquire new customers, build customer loyalty and retention, and extend customer value with a combination of creative marketing campaigns and innovative technology. The faster Parago shares insightful reports with clients about the success—or lack thereof—of a marketing initiative, the faster its clients can adjust their campaigns accordingly.

But Parago faced a challenge when it came to distributing client reports in an easy-to-use manner. And the company's account management team was spending too much time following up with clients on marketing campaigns and running and distributing client reports.

According to Freeburg, *"We really wanted to give our clients the ability to access their own data—via the web—in a user-friendly, nonintrusive manner, and to provide them with an intuitive interface they can use to log on and retrieve reports."*

BI Improves Customer Access to Data

BusinessObjects Enterprise provided Parago with the scalable infrastructure it needed to support a broad user base over the web. And thanks to BusinessObjects Dashboard Manager, Parago's clients can now log onto the company's extranet and get a quick snapshot of their marketing campaigns—or drill deeper into information for more specific campaign details. Parago is also using BusinessObjects Data Integrator, which allows the company to create universes for its customers in a short amount of time.

> **The biggest benefit for us is that we now have a strong competitive differentiator, and our clients are very pleased with our product offering, with the reports, the tool, and the delivery. And I know when our customers are happy, our competitors are unhappy!**

Parago uses business intelligence (BI) from Business Objects to analyze and report on the effectiveness of marketing campaigns and customer transactions. Reports are then published to the extranet where clients can log on and retrieve them in real time.

"The entire scope of our business has data attached to it, and business intelligence helps us aggregate and report on that data," Freeburg says. *"It allows our clients to review the effectiveness of their campaigns immediately and log into the portal and retrieve reports anytime— from any location."*

Happy Customers Mean Productive Account Managers

Today, 90% of Parago's clients use the extranet to access reports, as opposed to relying on their account managers to feed them data in a timely manner. Account managers now have more time to focus on creating and implementing effective marketing campaigns instead of spending hours sending reports on campaign data to clients.

About Parago

→ **Activity:**
Marketing services company

Parago helps clients build relationships with customers. They design, develop, and manage marketing programs aimed at attracting new customers, establishing strong relationships, and encouraging long-term loyalty. Parago combines creative problem-solving, technology innovation, and sound business strategies to deliver complete solutions that actually solve real marketing problems.

SAPRR (French Motorway Operator)

CHALLENGE

→ Improve customer services

SOLUTION

→ Duplication and clustering of data from the 60 production databases in an Oracle data warehouse

→ Business Objects web technologies for querying, analyzing, and distributing information to 400 target users

→ Bull for universe building and integration

BENEFITS

→ IT development and ownership costs divided by five

→ Improved activity and performance management

→ Number of dashboards divided by seven

"With our new management system, developed with Bull and Business Objects, we have divided our development costs and total cost-of-ownership by five, compared to our former system. Our new dashboards allow us to monitor and improve customer services, manage strategic and operational activities, and better control our costs. We've taken the best expertise of each of our partners: Bull's integration skills and Business Objects business intelligence technologies."

Patrick François, IT Manager, SAPRR

An Ambitious Management System Gone Obsolete

SAPRR activities are managed by some 60 production databases, such as HR Access and JD Edwards, as well as industry-specific databases: management of pay tolls, traffic conditions and events, e-money, safety, and customers. Since 1992, the company's database management had been based on Pilot.

More than 2,000 dashboards and indicators covered all of SAPRR's activities. But the system had reached its limits. The tables were too numerous and rigid, with no options for in-depth or cross-functional analysis; the system was not sufficiently scalable; and the client-server architecture was cumbersome and costly, with potentially 1,500 connected PCs.

So in 2002, SAPRR decided to launch a large-scale project to improve customer service, strategic and operational activity management, and cost control.

The Users Define Their New Indicators

To upgrade its information management system, SAPRR set up a project-oriented organization. The users defined the functional requirements, leading to the creation of new indicators. Today, 300 dashboards broken down by budget center provide some 100 relevant indicators to operational field staff, senior management, and central management. *"Fewer but more relevant than previously, the 300 BusinessObjects dashboards and indicators still cover all of SAPRR's activities—traffic management, safety, accidents, sales, human resources, etc.,"* states Zimero.

Financial indicators have also been implemented: resource and equipment sizing, accounting receipts, operating costs, company/group financial aggregates, comparisons with European counterparts, income statements and margins.

> **With BusinessObjects, we've implemented a single architecture for all the dashboards and used the web/intranet technologies in a three-tier architecture to facilitate deployments and give users instant access to information. Performance, speed, reliability, consistent information—these were the immediate benefits.**

Bull's Recommendation: A Single Tool

At Bull's proposal, SAPRR's new EIS (enterprise information system) is based on Business Objects' technology and its web/intranet components. The data comes from around 60 production databases. They can be clustered and are fed regularly to an Oracle central data warehouse from which the dashboards are generated. Developed with Web Intelligence and the Software Development Kit, a website offers each user customized and secure access to the indicators. The data is available immediately and automatically updated and validated. And the application interfaces with Supervisor for access-rights management.

Tables and graphics are designed with BusinessObjects Reporter and Designer. Web Intelligence allows extensive and simultaneous deployment, with control over the architecture and modification times. Approximately 200 users already enjoy these fantastic tools for accessing information. Later there will be 400 users.

Performance and Visibility: Mission Accomplished!

Today, a single tool allows everyone to share common, up-to-date information:

"One click on each indicator provides the definition and the calculation rule. This avoids pointless discussions: at last we have a common language!"

For senior management, as well as regional and central management, this new system allows activity management using cross-corporate dashboards, resource sizing (e.g., based on traffic trends), and—in the final analysis—improved performance for the entire company. Operational staff have added visibility over their industry indicators, so they can manage their activities more easily and optimize their budget forecasts. *"In each entity, a Business Objects expert performs the necessary analyses and helps the other users; multidimensional and multisource queries are made by our IT center experts,"* explains Jean-Christophe Goffinet, Management Application Manager.

About SAPRR (French Motorway Operator)

→ **Activity:**
Motorway operator

→ **Staff:**
3,356

→ **Date founded:**
1961

Created in 1961, SAPRR is the #2 French motorway operator. With an average workforce of 3,356 agents, SAPRR builds, finances, and operates a network of 1,821 km of motorways and road structures under optimum traffic fluidity, safety, and customer service conditions. SAPRR is a private law, semipublic company. It is owned 99% by the French State and Autoroutes de France. The state-licensed concession expires after 2032. SAPRR is in turn the main shareholder (99.82% interest) in AREA (Société des Autoroutes Rhône-Alpes), which operates 384 km of motorways in the Rhônalpine region.

Swiss Football Association

CHALLENGE

→ Implement a database-driven centralized information system that offers fully integrated reporting features

SOLUTION

→ A web-based database management system in client-server mode with Crystal Reports as the reporting solution

BENEFITS

→ The operational reporting solution offered by Crystal Reports handles all the association's forms, analyses, statistics, and reports

→ Simple and fast processing of tickets for 2006 World Football Cup – www.football.ch

"In preparation of the World Cup, we have learned to appreciate our new integrated ticketing and reporting solution. With our new ticketing system, we easily processed the orders in time and cost-effectively. You have to realize that during the reservation phase, we had just one week to handle 92,000 sweepstake participation applications."

Serge Aeschbacher, IT Director, Swiss Football Association

Created in 1895, the Swiss Football Association (ASF/SFV) was one of seven countries to found the International Football Federation in 1904. Today, ASF boasts a membership of 1,500 clubs, 11,200 teams, and 208,000 members. It presides over 13 independent regional associations and has three main departments.

In the 1990s, the association initiated a project called NIS that was intended to bring together the different IT systems of its members (no less than five systems at that time).

"Our main objective was to eliminate redundancy, centralize procedures, and streamline infrastructure maintenance through centralized data management," explains Aeschbacher.

The regional associations reacted positively to the project since, from the outset, they were closely involved in the evaluation process and all the deployment phases. This quickly created a climate of trust, and the IT infrastructure was implemented in 1999.

A Comprehensive Solution

To develop and deploy the new solution, ASF worked with IT-Logix, an expert in database-driven information systems and a Business Objects partner.

"Working with IT-Logix, we established a close partnership. In fact, we continue to lean on their skills and professionalism for system assistance and scalability," says Aeschbacher. The new database centralizes information from all over Switzerland. Data basically breaks down into two categories: individual and entity data, and match data. On the one hand, the system collects all relevant data on players, coaches, referees, officials, sponsors, clubs, and teams. On the other hand, it manages all the competition data—from the Axpo Super League, to women's football, and junior league. *"At the end of the week, we actually record 5,000 games. If match organization and referee assignment were not automated, this kind of management would be impossible,"* explains Aeschbacher.

> **Report standardization has made our day-to-day work much easier. For instance, the administrative workload of the match commission has been cut in half! Another telling example is the memberships: of the roughly 208,000 players who are current members, close to 80,000 of them change clubs each year. Crystal Reports meets the challenge of handling this mass of data, photos included.**

As part of the new Business Objects solution, the reporting system has been tailored to ASF requirements with the help of Crystal Reports. *"The association needed a professional reporting solution that could be fully integrated. That much was obvious,"* states Thomas Bernhard, head of IT-Logix.

"Crystal Reports offered a major advantage: using programming interfaces, we could easily integrate it in the solution we had developed. This allowed us to design a highly flexible reporting system. New reports can be added to the application easily and at any time."

Crystal Reports: The Perfect Match

"We currently handle practically all our documents using Crystal Reports: player passes, coach IDs, referee appointments, result tables, order forms, and delivery slips or invoices, to mention just a few," explains Aeschbacher, illustrating how heavily users rely on the new reporting system.

Today, there are hundreds of different report models at ASF, each in all three local languages.

Regional associations and the ASF departments can access them free of charge over a network. The advantage is obvious: everyone uses the same forms, which streamlines organizational procedures and ensures consistent information at every level, as well as uniform document layouts.

Because it's flexible, Crystal Reports makes it easy to update current models to meet new requirements and integrate them into existing applications. ASF generates its report models on its own. With Crystal Reports' user-friendly interface and ease of use, no special training is required.

Successful Ticketing System for World Cup

For the World Cup and its flood of fans, ASF has implemented a new ticketing management system, with the help of IT-Logix. During the ticket ordering phase, ASF received some 92,000 applications to participate in the sweepstakes. Once again, Crystal Reports handled the administrative management of the applications: order forms, invoices, delivery slips, etc.

About Swiss Football Association

→ **Activity:**
Football association

→ **Staff:**
208,000 members

→ **Date founded:**
1895

The Swiss Football Association (ASF/SFV) was founded in 1895. It encompasses all the regional federations and it totals 1,500 clubs, 11,200 teams, and 208,000 members.

Toulouse-Blagnac Airport

A É R O P O R T
TOULOUSE-BLAGNAC
Depuis toujours un ciel d'avance

CHALLENGE

→ Anticipate the demand of the hub users

→ Improve service to airline companies and passengers

→ Optimize operational processes

SOLUTION

→ A centralized data warehouse running on Oracle 9i

→ BusinessObjects in web and client-server mode

→ Some 50 indicators on flight processing, passenger and public handling, and financial management

→ Objective: 60 in-house users

→ More than 600 external users

BENEFITS

→ Across-the-board visibility of enterprise data and enhanced information sharing

→ Improved management of all the airport's aeronautic and nonaeronautic operations

"Every day, the Toulouse-Blagnac Airport handles the large amounts of data needed for its operations and by its network of more than 600 partners also receiving this data. Information sharing has become a key issue. We wanted to streamline the operational, statistical, and financial aspects of the hub. With the support of the service firm Infotel, we've standardized our BI architecture on BusinessObjects."

Laurent Verbiguié, Information Systems Manager at the Operations Department, Toulouse-Blagnac Airport

Today, with Business Objects, business intelligence (BI) is an essential ingredient of prospective management for an enterprise like the Toulouse-Blagnac Airport. Infotel, a Business Objects partner, provided guidance to the airport throughout the project.

No User Autonomy

The Toulouse-Blagnac Airport information system is supported by a variety of source databases: roughly 40 servers and a wide-ranging application environment running from conventional business applications to more specific flight, car park, and environmental programs. Since the data is not easily accessible to users, analysts, and operational personnel, IT operations staff handled their needs through special developments (Excel and VBA).
This approach restricted user autonomy. Given the new ISO certification program, the airport, seeking an integrated management process, wondered whether a BI approach was the appropriate solution.

A Centralized Data Warehouse Combined With BusinessObjects

The Toulouse-Blagnac Airport identified and generated a map of its main business processes, arranging them according to executive, production, or support processes. Three of these activities were given priority treatment: flight processing, passenger and public handling, and financial management.

Today, these processes are managed using three different source systems. An Oracle 9i data warehouse protects these production databases and facilitates data correlation. *"For example, invoicing is handled by the flight source system, but payment tracking is done by the accounting system,"* explains Patrick Fabriès, Business Intelligence Project Manager.

For data retrieval, Toulouse-Blagnac Airport standardized on Business Objects for all its end-user workstations in client-server and intranet mode (Web Intelligence).

> " Our business intelligence project is a great success, and it was completed on time. Business Objects gave us the assurance that our queries would generate consistent results.
> The noncomputer environment, the relative simplicity of the queries, and the ability to correlate data from different systems also played a part in this success. "

Decision-makers and specialized users already have access, and new users will soon be able to consult it via BusinessObjects Web Intelligence and predefined reports.

A Key Indicators Repository

Today, the indicators available cover three main Toulouse-Blagnac Airport processes:

Flight and resource processing

The Monthly Statistics Bulletin alone represents some 20 different queries and tables: trends in number of movements and passengers, types of destinations, passenger load factors, etc.

The other reports concern flight arrival and departure performance, use of airport resources (aircraft parking facilities, boarding bridges, concourses, check-in counters, boarding gates, etc.), traffic distribution per time block, freight and postal tonnage, and invoicing information (airport charges, breakdowns per customer, etc.).

Passenger and public handling

Some 10 commercial and marketing indicators were created to fine-tune car park management and shop and restaurant activity monitoring.

Financial management

Several full reports on budget forecasts, purchasing policy, and supplier management are operational.

Greater Independence and Visibility

Today, BI is available to everyone. It allows independence and global visibility: *"In addition to our in-house users, each month we send large amounts of data to some 600 external entities, such as supervising authorities, town halls, general councils, airline companies, tour operators, the customs department, the police, the press, partners, etc. We have noted that data is shared more openly, depending on the rights and expertise of each recipient. Users have understood that business intelligence is strategic."*

To stabilize this initial step in the deployment of its BI system, the Toulouse-Blagnac Airport plans to replace the three source information systems involved and expand BI coverage to data on human resources, properties management, and risks (security, environment, etc.).

About Toulouse-Blagnac Airport

→ **Activity:**
Airport
→ **Sales figures:**
5.3 million of passengers
→ **Staff:**
3,600

The Toulouse-Blagnac Airport ranks #4 (excluding Paris) for the number of passengers carried (5.3 million in 2003) and #1 among French airports for freight and post.
Its infrastructures and operating facilities are managed by the Toulouse Chamber of Commerce and Industry through a concession license granted by the French government through 2008. There are 3,600 jobs and 139 businesses on the hub. Moreover, the spin-off from the Toulouse-Blagnac airport is €2.3 billion for the Midi-Pyrenees region.

cablecom

"Once you start getting used to the advantages of business intelligence, it's hard to live without it."

SKY

"BI implementation from Business Objects has helped our company break free of old paradigms and demonstrated a creative vision—illustrating a clear and effective collaboration between IT and the business areas."

T· ·Mobile· · ·

"Within a period of two months, we have a system at our disposal that allows detailed tracking of our performance in the area of customer-oriented processes."

MCI

"We needed a tool that was—in my judgment—intuitive and easy to use. That's exactly what we got with Business Objects."

#7 Telecommunications

IMPROVING PERFORMANCE IN TELECOMMUNICATIONS

Communication service providers around the world are facing competitive pressures from new rivals, changing technologies, and rising customer demand.

To thrive in this challenging environment, communications service providers throughout the world are using Business Objects to increase revenue by introducing new profitable services faster, reducing cost of operations, and personalizing services.

The following companies use Business Objects as a critical component in finding and exploiting opportunities—and to increase long-term profitability: AT&T, Belgacom, British Telecom, Cable & Wireless, Deutsche Telekom, France Telecom, KPN Netherlands, NTT, Orange, Polkomtel, Swisscom, Telecom Italia, Telefonica, Verizon Communications, and Vodafone.

Business Objects solutions help telcos by enabling them to:

→ **Reduce customer churn**

→ **Manage the costs** of regulatory reporting

→ **Expand product offerings** and profitability

→ **Build effective supplier and distribution channels**

→ **Improve customer loyalty**

→ **Provide customers with online use and bill analysis**

→ **Increase understanding** of call-detail records

→ **Improve effectiveness of marketing strategies**

→ **Improve customer service**

CHALLENGE

→ Implement a business intelligence (BI) platform to optimize reporting in marketing, sales, finance, customer service, and network management

SOLUTION

→ BusinessObjects, BusinessObjects Designer, BusinessObjects InfoView, BusinessObjects Data Integrator, and Crystal Reports cover all of cablecom's BI needs

BENEFITS

→ Enhanced data quality enables fine-grain knowledge of customer needs and behavior

→ All users, regardless of their position, can make informed decisions and produce reports based on key performance indicators—such as sales figures, productivity, and customer service
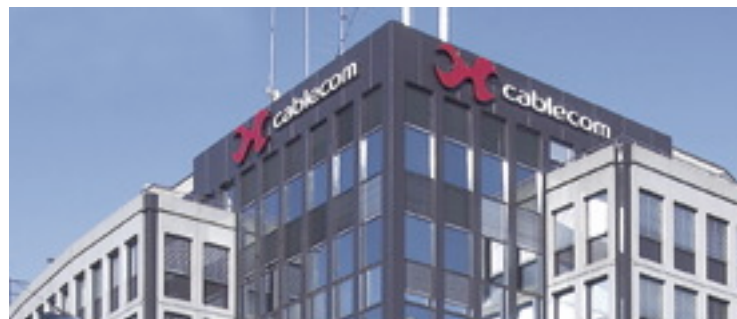
"With the Business Objects business intelligence solution, we have greater customer insight, so we can satisfy new needs very quickly. To succeed in a highly competitive market, having accurate and up-to-date information at all times is crucial."

Saj Ukra, Business Reporting Manager, cablecom

cablecom is the leading Swiss cable operator, with close to 1,600 employees. In 2004 it generated revenues of CHF 723 million. This multiservice provider offers its customers —private individuals and businesses—digital and analog television, broadband internet connection, and landline telephony solutions, as well as other services.

The company started 1996 with about 160,000 cable TV and radio customers. Today, 1.5 million customers are hooked up to the cablecom network, along with 500,000 house-holds that are connected via partner networks. Last year cablecom invested CHF 2 billion to develop the company's infrastructure.

Growing Customer Base, Growing Needs

The era when cablecom began to equip Switzerland with cable television is long gone. The continued expansion and diversification of their offering these past few years has led to a huge increase in the number of customers. This trend has generated new requirements both within the company (substantial increase in information needs) and outside it (increased customer expectations).

Before, for example, cablecom hardly knew their end-users since the contract was concluded with the owner of a building, not with each tenant. Today that would be unthinkable. To face the challenge, cablecom turned to business intelligence (BI)—and after a thorough evaluation of several suppliers—it chose to implement Business Objects solutions. The excellent price/performance ratio, user-friendliness, flexibility, and ETL compatibility of Business Objects products and its many customer references were key factors for cablecom.

cablecom uses tools in a wide range of sectors: marketing, sales, finance, customer service, network management, etc. With BusinessObjects Data Integrator, all users (from analysts, to managers of all levels, to senior executives) have easy, user-friendly access to information from a wide variety of sources—which is a complete transformation from the previous situation. Before Business Objects, key customer, service, product, and network data had to be extracted from the production systems—entailing long hours of tedious work—and then assembled manually in Excel.

> **" Once you start getting used to the advantages of business intelligence, it's hard to live without it. "**

Reports Generated in Record Time

Today, producing dynamic ad hoc reports with the latest data has become child's play, whether for standard management reports based on key performance indicators or for more specific reports involving customers or finance. A surge has occured in the number of reports since the new reporting system was implemented. Nevertheless, these reports are generated in record time, which allows IT operations staff to focus more on the quality of the underlying data.

An intensive training program was conducted throughout the deployment phase to fully prepare employees for the introduction of BI. Furthermore, cablecom created a user committee, BOSUM (Business Objects Super User Meeting), which allows a regular exchange of experiences and is very popular. Currently, 250 to 300 employees use BI tools directly or indirectly every day.

Satisfying Customer Expectations: Key to Success

To maintain a position in the highly competitive telecommunications market, knowing customer needs and behavior is crucial. This is precisely where BI steps in, allowing users to make decisions based on relevant information.

"With Business Objects BI tools, we can trace the history of our relations with each customer and propose custom solutions based on that history. For instance, we know if a customer has recommended us to a friend or relative, what products they use, if they've already contacted customer service for a problem, and what their payment habits are," explains Ukra. *"Naturally, customer knowledge acquired through business intelligence also helps us plan and conduct targeted marketing campaigns. This means that, today, we're able to respond much more rapidly to our customers' needs."*

Close to two years have gone by since the introduction of BI at cablecom. Over that period, company employees have built up a substantial body of know-how. Using this knowledge, cablecom plans to introduce new and more finely targeted features—in particular in the field of analysis—to exploit the full potential of BI and expand the circle of users. In this respect, the next major step will be the migration to BusinessObjects XI.

About cablecom

→ **Activity:**
Swiss cable operator

→ **Sales figures:**
CHF 723 millions in 2004

→ **Staff:**
1,600

→ **Date founded:**
1996

cablecom, the leading Swiss cable operator, offers private customers and businesses its "triple play" package a landline phone line, broadband internet and cable television.

"Today we have a multichannel system that provides each employee with real-time access to the information they need. Human Resource Department employees have self-service access to the available analyses, including the most fine-grained, via our intranet. Resumés are managed on our website, and with our Virtual Private Network, managers can view data concerning their colleagues at any time and place."

Silvano Pozzi, IT Director, Italtel

New Direction Demanded New Technologies

The name Italtel is synonymous with innovative telecommunications. Established in Europe, Russia, and Latin America, the company employs close to 2,300 people, 55% of which work in R&D.

Changes in the telecommunications market these past few years have caused Italtel to completely review its strategy. Today, the company focuses on the broadband network convergence segment and on business integration services. In other words, the company designs, develops, and installs solutions for new-generation multiservice networks (voice and data integration), acting as a systems integrator and a partner of telecom operators.

This change in direction required the company's functional units to reorganize around key professionals. HR, for example, must constantly map the skills available in the firm to better manage the search for, and training of, new talent. It's a complex task, and having technological support has been essential.

The data was formerly managed by proprietary systems based on a mainframe architecture. This solution was too costly and too restrictive in terms of technology and integration.
Data extraction and conversion into Excel format were performed manually by the IT department, but a growing number of users began calling for dashboards and reporting tools that they could use on their own.

New Automated System

Given the limitations of its architecture and following its mission-critical repositioning, which required much shorter times to market, Italtel had to radically upgrade its technological and application infrastructure. The company chose SAP R/3 as its enterprise resource planning system, and more specifically the Personnel Development solution for its project to overhaul its HR information system. This project was part of a broader approach involving the entire HR department. In parallel with its technological innovations, part of personnel administration (attendance reports, pay slips, transfer management) was outsourced.

> **With Business Objects tools, users can easily create reports and view complex analyses with a user-friendly interface, choosing from a number of different data presentations (graphs, charts, etc.). The flexibility and the results already achieved make us want to extend these tools to every company process.**

The more strategic part, i.e., the actual management of resources, remained in the company, but the processes and support systems used are quite innovative. *"Italtel adapts to the demands of its business and offers many skills: 40% of our employees have the equivalent of two years of university study, and as many have university degrees. This is a major strength, so you can understand why HR pays so much attention to managing these assets."*

In the former system, skills were tracked in the main functional units using paper forms, and a summary was entered manually. With the new solution, this operation is handled by the SAP application.

Better HR Insight Enables Better Decisions

HR needed a detailed and constantly updated analysis of the skills available in the company, mostly because they're constantly evolving.

By mapping the various personnel functions, HR can now meet the organization and professionalism criteria established as part of the company's mission, or the objectives of a given operational unit. It can then decide on upgrades, and therefore the required resources, and it can

define recruitment plans, internal mobility, and career development possibilities.

"Given the implementation of SAP R/3, we needed a query and reporting solution that allowed complete data integration and ensured consistency across the entire company. The Business Objects solutions fit easily into the SAP HR environment. This was a key factor for us. In addition, these solutions are ready-made and extremely flexible, so we can build databases for all our operations and manage them easily," says Pozzi.

Using BusinessObjects, HR is able to define indicators and the standard reporting format. It then uses Web Intelligence to make this information available to managers on the company intranet. Managers can analyze the data and obtain an up-to-date picture of how the processes are evolving. For Italtel, all these features offer clear-cut added value compared to conventional, static, paper-based reporting systems.

Italtel chose Business Objects solutions with a view to later extending them to its other departments. HR is currently working on developing dashboards for general management. This project involves a lot of preparation, especially for defining processes and parameters that are at once standardized and flexible.

About Italtel

→ **Activity:**
Telecommunications

→ **Sales figures:**
€545.8 million in 2005

→ **Staff:**
2,300

→ **Date founded:**
1921

Italtel has been in the telecommunications business for more than 80 years. The core business of this Italian company—with a strong international presence—is the design, development, and integration of integrated multiservice networks (voice/data/video convergence). It is a systems integrator and a partner of telecom operators. One of the company's main strengths is the high level of skills of its personnel. It employs 2,300 people, with more than half in R&D.

CHALLENGE

→ Reduce administrative burden of reporting and billing

→ Access information quickly and easily, and consolidate data from multiple data sources

SOLUTION

→ BusinessObjects and BusinessObjects InfoView allow MCI to drill down into data and sort it by type, region, and switch, among other factors

BENEFITS

→ Gave customers 24/7 access to critical information

→ Reduced billing errors and increased customer satisfaction

"We needed a tool that was—in my judgment—intuitive and easy to use. That's exactly what we got with Business Objects."

Ron Briggs, Senior Business Intelligence Analyst Supporting Wholesale Services, MCI

Lack of Accurate, Automated Data for Customer Billing

MCI is a market leader in the telecommunications business, serving thousands of customers monthly. But that kind of volume creates an administrative burden. Tracking dozens of factors consistently and accurately is essential for timely remuneration. *"When we're generating multimillion dollar invoices every month, waiting until the day after tomorrow to get information just can't happen,"* says Briggs.

Accurate billing and management is also critical for MCI's wholesale customers. Lack of a regular reporting system left most customers not knowing their usage costs until the end of the month, well after it was useful in managing their business.

MCI found manual ways to address the

problem for many customers, but, in the end, Briggs says, it brought the need for automated query and reporting tools sharply into focus.

BI Consolidates Data Quickly and Seamlessly

MCI turned to Business Objects to create a query and reporting infrastructure that would capture accurate information across all lines of the wholesale business. According to Briggs, *"We needed the ability to pull information at a moment's notice and from a number of dimensions. That included tracking calls by type, by region, by time of day, and by switch, among many other factors."*

Briggs credits the business intelligence (BI) platform for meeting his team's requirements to drill through multiple layers of information, connect to multiple data sources, and seamlessly use the web.

> " Business Objects supplies us with much greater details on how our communications services are consumed. We have a much broader vision. For example, we can track the trends and variances of our customers' calls. "

Moreover, the BusinessObjects query and reporting infrastructure was up and running within five months. It was also rapidly integrated with the main data warehouse and supporting data marts, including a database for rate information and a database carrying MCI's vast array of toll-free information.

Data Available Anytime, Anywhere

Today, MCI uses BusinessObjects InfoView to power a secure, web-based portal that allows MCI wholesale customers to check and manage their usage 24 hours a day, seven days a week. Requests to change services are entered online. Provisioning for new lines or other modifications is managed within hours or days. Billing is rarely an issue.

Moreover, MCI wholesale customers have much greater control over their business. Says Briggs: *"We have many different types of customers—from very large telecommunications carriers to smaller resellers."* The software, says Briggs, also provides for much greater detail on how communications services are being consumed. *"We're generating many new insights. For example, we can track the trends and variances of our customers' calls."*

About MCI

→ **Activity:** Global communications provider	MCI, Inc. is a leading global communications provider, delivering innovative, cost-effective, advanced communications connectivity to businesses, governments, and consumers. With one of the most expansive global IP backbones and wholly owned data networks, MCI develops the converged communications products and services that are the foundation for commerce and communications in today's market.

Shaanxi Mobile

CHALLENGE

→ Wanted at-a-glance views and snapshots of important operational data and flexible data analysis capabilities

SOLUTION

→ Business Objects provided the most flexible and powerful presentation and reporting features

BENEFITS

→ Gave business users deeper insight into valuable information

→ Allows the company to respond to market opportunities more easily than before

"We don't need to spend much time on analysis and reports because we get the information we need with Business Objects products."

The Goal: At-a-Glance Views of Operational Data

Shaanxi Mobile decided to carry out a large-scale reform in its internal systems to coordinate its activities with the government and to implement the Digital Shaanxi Initiative as early as possible. Shaanxi Mobile first built up the hardware platform for the core data warehouse—including data warehouse servers, ETL servers, OLAP servers, and portal servers—as well as the infrastructure layer and basic application layer for Teradata series software for the leading NCR data warehouse. Then Shaanxi Mobile decided it wanted the ability to rapidly mine the data in the newly built data warehouse and allow business users to see the whole picture of the enterprise operational status through an easy presentation mode.

The company also wanted to discover potentially available information from the data through flexible data analysis, so that it could rapidly implement its market preposition and segmentation, and respond more quickly to market changes.

The Solution: Business Intelligence to Provide Ease of Use for Business Managers

After Business Objects and its partner Beijing Taiji Jiede Communications Company analyzed and researched the communications marketplace in China and Shaanxi Province, the current operational status of Shaanxi Mobile, and the user base, Business Objects provided Shaanxi Mobile with a customized, feature-rich, and integrated solution to support their decision making processes.

> " After deploying its business intelligence system successfully, Shaanxi Mobile has witnessed significant changes, including providing powerful decision-making and analytical functionality for Shaanxi Mobile. "

The system allowed the company to rapidly develop and deploy the data warehouse and data marts through a full range of integrated reports, inquiry, and analytical functionality. It also allowed the company to generate at any time the precustomized, on-demand intelligent information, and easily proceed with further developments. Shaanxi Mobile can leverage the data warehouse architecture to implement mass storage for data, and provide technical and knowledge support for ongoing operational analysis and decision-making by using OLAP and data mining.

The Result: Better Business Decisions

One year after the project implementation, the decision-making support system for Shaanxi Mobile was up and running. It has been integrated with Shaanxi Mobile's existing commercial flows and applications, enabling the company to work out scientific metrics for its business performance based on various objectives, to easily decide the future development trends for any module, and to make rapid and effective responses to new opportunities and threats.

About Shaanxi Mobile

→ **Activity:**
Leading mobile services provider

Shaanxi Mobile Communication Company Limited is the leading mobile services provider in the Shaanxi province of Mainland China. It is a subsidiary of China Mobile Limited, which provides mobile telecommunications services in Mainland China, and has approximately 265 million subscribers.

Sky Brazil

CHALLENGE

→ Gain better insight into customer data

→ Improve marketing efforts and tracking of marketing campaigns
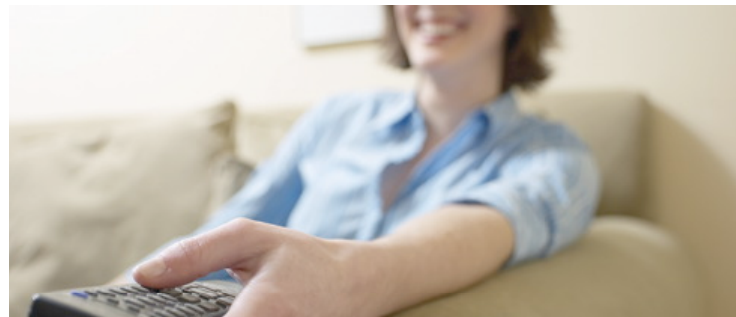
SOLUTION

→ Business Objects gives Sky a user-friendly solution to securely monitor customer profiles and increase the efficiency of marketing campaigns

BENEFITS

→ Greatly improved customer service

→ Improved the ability to target marketing campaigns to the right customers

→ Created more commercial opportunities

"BI implementation from Business Objects has helped our company break free of old paradigms and demonstrated a creative vision—illustrating a clear and effective collaboration between IT and the business areas."

Márcia Mônaco Jyo, Information Systems Manager, Sky Brazil

Cumbersome, Unreliable Marketing and Customer Data

Founded in 1996, Sky Brazil is the leading direct-to-home (DTH) provider in Brazil, with more than 800,000 active subscribers and 61% of the DTH market in Brazil. To keep its number-one status, Sky wanted to update its old system for monitoring company performance. Previously, to measure company performance, Sky's transaction manager manually monitored about 14 to 17 reports generated by its marketing department.

In addition, Sky's original database marketing platform did not allow the company to monitor subscriber profiles to better serve their needs and offer more attractive products and services. Moreover, marketing strategies such as direct mail took weeks to reach subscribers. *"The time and quality of the response was not precise,"* says Jyo. *"All our previous marketing campaigns were slow and unreliable and did not meet our company's goals and expectations."*

The company realized that it needed a business intelligence (BI) solution to make better use of its extensive database, improve its affiliation possibilities, and open up new business opportunities.

Solution Offers User Autonomy and Security

Sky Brazil chose to implement BI technology from Business Objects to monitor its customer preferences and behavior. The company intended to use this information to tailor its marketing activities according to its subscribers' profiles. Sky zeroed in on Business Objects because of its user-friendly software, information-management agility, and security. *"Our end-users are directly responsible for report preparation, and the Business Objects system gives them the autonomy to enable automatic report-processing using predefined templates,"* says Jyo. The solution's extra security layer also ensures that Sky's management team can safely access company information.

> **The company broke free of old paradigms and demonstrated a creative vision, illustrating a clear and effective collaboration between IT and the business areas.**

The BI implementation from Business Objects helped Sky to effectively integrate its data warehouse with its database marketing initiative. *"We managed to build a consistent and qualified customer base—as well as the capability to understand its changing needs—and tailored the company's marketing activities accordingly."* To help manage its marketing performance more efficiently, Business Objects also helped Sky develop the marketing campaign manager—a system that automates and monitors all marketing activities. As a result, the company database now updates daily.

Customers Now View Accurate Data—Anytime, Anywhere

With help from Business Objects, Sky has now discovered that the average pay-per-view consumer for the Brazilian soccer championship is also a potential customer for the movies category. This enables the company to offer special promotions, thereby increasing sales in that area.

"We now have more precise commercial goals—focused around the subscribers' requirements—which will tremendously increase chances of our success. Each activity now generates new commercial opportunities for other products," says Jyo.

The return on investment for Sky's BI project can easily be measured by comparing the accumulated median growth of its TV market per subscriber, with the increase in its subscriber base since 2000—when the company made its first BI investment. In addition, according to a Pay-TV survey, Sky's subscriber base within the Brazilian market increased by 2.86% between 2000 and 2001.

Moreover, according to Jyo: *"At this point, we can guarantee that we have precise and accurate information to support our business goals. Our planning executives are making strategic analysis from this data."*

About Sky Brazil

- → **Activity:**
  Direct-to-home (DTH) provider
- → **Staff:**
  Over 1,000
- → **Date founded:**
  1996

Sky Brazil is the leading direct-to-home (DTH) provider in Brazil, with more than 800,000 active subscribers. Founded in 1996, the company represents 21% of the total cable TV operations in Brazil and 61% of its DTH market. Sky has over 1,000 employees across its three sites and nine regions. The company's base subscribers increased by 18,500 in the beginning of 2004 and rose by 46,600—reaching 805,800 by June.

CHALLENGE

→ T-Mobile wanted to give more departments a more transparent view of how well they were meeting customer expectations. And they wanted to provide the best solutions and customer service possible

SOLUTION

→ Dashboards with BusinessObjects Dashboard Manager

BENEFITS

→ Performances measured in relation to customer experience

"Within a period of two months, we have a system at our disposal that allows detailed tracking of our performance in the area of customer-oriented processes."

Matthijs Rosman, Project Manager Customer Lifecycle Management Program, T-Mobile

Implementation of a Customer Lifecycle Management Program

A subsidiary of Deutsche Telekom, T-Mobile Netherlands B.V. was established in 1999. Though the youngest Dutch mobile communications operator, it already ranked a solid number three in the Netherlands' subscriber numbers by the end of 2003—with close to 2 million subscribers. The company credits this success to its commitment to consistently improving its services, expanding its diverse product portfolio, and increasing customer satisfaction.

T-Mobile systematically pursues delivering quality to customers through its customer lifecycle management (CLM) program. In particular, CLM focuses on the customer experience—comparing customers' expectations with how well T-Mobile services can meet them. *"Clients interact with T-Mobile in various ways. They call customer service to add calling credits, to download ringer tones, to request invoices, etc.,"* says Rosman. *"Naturally, we always want our customers to have a positive experience. We conduct regular customer satisfaction surveys that provide us with a clearer picture of what's most important to our customers."*

T-Mobile then prepared an internal summary of all possible customer interactions and

linked this to T-Mobile's quality requirements —such as establishing timeframes for how soon a question about an invoice must be answered or how quickly a customer can reach a representative at the call center. Marketing line managers are responsible for formulating the requirements; the sales and customer services line managers are, in turn, responsible for putting these requirements into practice. *"Essentially, we strive toward creating a reliable structure and design to ensure that our services better meet customer expectations,"* says Rosman.

Dashboards With BusinessObjects Dashboard Manager

To make the requirements more transparent, as well as to ensure their successful execution, T-Mobile called upon Mark Koenderman, database marketing analyst, T-Mobile Netherlands, in November 2003. *"The goal and deadline were clear,"* says Koenderman. *"During my briefing, T-Mobile discussed the prospect of a dashboard solution and wanted to see initial results by January 2004."*

T-Mobile requested a dashboard solution proposal from Business Objects—as T-Mobile had already been using Business Objects software since 2000 for, among other things, generating all management reports.

> " Ultimately, we do everything for our customers. The results must be clear to them. We're convinced that delivering quality is essential for our organization. Our efforts are geared towards keeping our customers' experiences consistently positive. And every month, the dashboard shows us results, trends, successes, and more. "

The company wanted a solution that would be quick to implement, easy-to-use, and easy-to-maintain. After considering various business intelligence (BI) solution providers, T-Mobile determined that Business Objects offered the best technology.

With a tight deadline of January 2004, T-Mobile, along with a consultant from Business Objects, began the dashboard implementation. Not only did Business Objects services impress T-Mobile in the areas of implementation and maintenance, but the BusinessObjects Dashboard Manager was extremely comprehensive, clear, visually appealing, and intuitive. From selection to go-live, the implementation took only two months—and was right on schedule.

Performances Measured in Relation to Customer Experience

For T-Mobile, customers define quality. Every month, the various process owners from sales and customer services deliver their results via reports, specifying a total of 80 customer-experience metrics distributed across consumer and business segments. Says Rosman: *"The dashboard helps us measure our performance in relation to the customer experience—with a goal of improving customer service."*

Employees involved with improving the customer experience have continuous access to the dashboard.

In fact, several different departments use dashboard results to initiate discussions on the customer experience with a goal of aligning resources to resolve customers' pains. T-Mobile's dashboard has a color-coded schema that indicates the extent to which objectives are being met. Red indicates an objective not being met; yellow shows that the company is at risk of not meeting an objective. These color warnings allow T-Mobile to research why certain objectives have not been achieved, determine the urgency of a problem, and decide how to resolve a problem.

Dashboard Manager also allows T-Mobile to attend to multiple customers with the same issue. In the past, whereas one customer complaint letter may have led to meetings and discussions on that individual case, the attention today is on how to recognize similar problems from customers across the whole business and determine which solutions to offer them all. According to Frank van Roekel, IT manager for the project, *"It's remarkable that, even in the IT department, there continues to be more and more interest in the dashboard. It's a very reliable method for creating transparency and offering multiple departments access to the results of a number of activities."*

About T-Mobile

→ **Activity:**
Mobile communications

T-Mobile International is one of the world's leading companies in mobile communications. As one of Deutsche Telekom's three strategic business units, T-Mobile concentrates on the most dynamic markets in Europe and the United States. By the end of the first quarter of 2006, more than 87 million customers are served in the nine T-Mobile markets. T-Mobile is a partner of FreeMove, an alliance formed by four of Europe's leading mobile companies—Orange, Telefónica Móviles, TIM (Telecom Italia Mobile), and T-Mobile—to help their customers communicate as easily while travelling abroad as they do at home.

"Today, the success of a BI project depends on how well it is integrated with the business applications, on its capacity to turn data into actionable information throughout the company, and on the user's level of acceptance."

RODRIGUE SOMVILLE, DIRECTOR OF AMPHAZ FOR THE ILE DE FRANCE AND NORTH-EAST REGIONS

Amphaz specializes in information processing both for collecting data and for exposing it according to the user's business context.

Capitalizing on its expertise in Business Objects products, Amphaz offers a complete range of business intelligence solutions covering all business operations (sales, procurement, HR, logistics, etc.).

A Team of Specialists Operating in France and Globally

With its technically specialized consultant teams, Amphaz can act on data the farthest upstream possible in the information system (collection, modeling, input, optimization, etc.).

A team of training consultants is also at hand to deliver training for all profiles called on to use the solutions implemented.

Amphaz operates both in France and abroad, given the fact that many projects by French-based companies concern subsidiaries located overseas.

PROJECTS:
Business Objects solution simplification and migration; development of a total wage bill management application.

BUSINESS OBJECTS MIGRATION:
Amphaz'aim is to show the operations managers and IT managers at the Versailles City Council the benefits of BusinessObjects XI Release 2.

About Amphaz

→ **Activity:**
BI consulting and integration

→ **Sales figure:**
€38 million

→ **Staff:**
350

→ **Date founded:**
1989

A Business Objects Certified Training Center and Gold Partner, Amphaz serves more than 1000 customers (SMEs, large corporations) in France and overseas delivering consulting, implementation, support and training services in the fields of business intelligence, customer relationship management (CRM) and e-solutions (internet and intranet portals, e-commerce, applications, etc.).

ARALYS, the First Business Intelligence Engineering Service Firm

Aralys specializes in BI through its Platinum partnership with Business Objects and its expertise in BI integration for large corporations.

Aralys has distributed Business Objects tools to customers such as BNP Paribas, the French National Employment Agency (ANPE), Xerox, Ccompletel, Sodexho and Groupama.

Aralys' know-how covers the entire BI chain:

• Requirement assessment and definition of functional specifications

• Specifications preparation

• Analysis, design, and development of data warehouse

• Installation and deployment of Business Objects reporting and performance management tools (Web Intelligence, Dashboard Manager, Crystal Enterprise and Data Integrator)

• User assistance and training

Through on-site assignments and in project mode, Aralys supports its customers over the long haul and subsequently offers third-party application maintenance services.

Aralys has 50 employees, mostly involved in international assignments. It has undergone controlled, steady growth since it was founded, with €3 million in revenues in 2005 and forecasted revenues of €4.5 million in 2006.

About Aralys

→ **Aralys:**
 15/17 rue de Vanves
 92100 Boulogne Billancourt
 France
 Tel: + 33 1 46 21 87 87

A Business Objects Platinum Partner, Aralys has some 100 customers in Europe in a wide range of sectors: banking, financial services, insurance and mutual insurance, industry, telecom, pharmaceutics, and public services.

Sopra Group and Business Intelligence: End-to-End Positioning to Satisfy Operational Requirements

The scope of Sopra Group's activities ranges from consulting to improve business performance, to implementing and integrating business intelligence solutions and tools.

The rich and extensive experience of Sopra Group consultants allows them to provide effective support for project owners through their understanding and awareness of key business issues, and to take on, design and build the most innovative and scalable business intelligence solutions based on best practices in the field.

Sopra Group has extensive business intelligence know-how, ranging from strategic alignment and operational consulting…

• Strategic and relational marketing

• Sales and distribution

• Partnerships and new services

• Human resources

• Performance management

• Change management

• Program coordination

• Requirement engineering

…to the integration project…

• Design and development relative to data integration tools

• Design and development of management and reporting dashboards

• Data warehouse and data mart modeling

• Definition of business intelligence architectures

• Project management

…to business intelligence TPAM…

• Methodology and quality system

• Tools

• SLAs

Sopra Group's lengthy and solid experience supporting project owners and integrating business intelligence solutions is illustrated at Cofinoga, Ing Bank , AXA, Société Générale, CIC, VVF, Groupe Mederic, La Mondiale, Le Credit Du Nord, Banque OBC, Total Fina Elf, France Telecom, Groupe Caisse d'Epargne, Banques Populaires, etc.

A specialized entity of reputed business intelligence experts supports the project teams. This expertise center is dedicated to working on large-scale, innovative projects (particularly in the upstream phases consisting of opportunity and scoping studies, requirement engineering, technical design and solution architecture), managing partner relations at the technical level, and ensuring knowledge capitalization using BI best practices.

About Sopra

→ **Activity:**
Consulting and systems and solutions integration

→ **Sales figures:**
€757 billion in 2005

→ **Staff:** 10,000

→ **Date founded:** 1968

A key player in consulting and IT services in Europe, Sopra Group offers all the services businesses need to modify their organization and upgrade their information systems. Today, Sopra Group employs 10,000 people. It has a global positioning, from strategic thinking upstream of projects—with a general management approach—to management of large system integration projects and application outsourcing. In addition, the Group continues to deploy its application integration and business process management activity, offering a full line of solutions and services.

Share our customers
business intelligence successes

Business Objects

SYNERGY
l'expertise en décisionnel

Provider of BI Solutions

We offer our expertise and our methodology to provide end-to-end Business Intelligence solutions, being integrator and editor. Beyond acquisition and data storage, our customers improve their performance by exploiting their information resources, clarifying their strategic decisions and anticipating evolutions.

Synergy offers you the expertise on:

• The integration of business intelligence (BI) solutions

• A methodology "Tempo" that specifies all the phases of your project

• A team of certified consultants

• 10 years of experience in our business

• Our decisional referential "Meta Analysis," used as a basis for your project

We focus on the certification of competences, to give the best level of expertise for your project.

We guarantee a partnership with the best editors (partnership for the licenses, certification of our consultants, expertise on the products, platforms of tests and development).

We propose a complete range of training courses on BI technologies and on Business Objects.

Moreover, we are the editor of "Meta Analysis," functional and technical referential. Data descriptions coming from many sources are grouped in a common dictionary and shared by functional users and programmers who cooperate.

Meta Analysis is an easy-to-use referential. Giving a global vision, it constructs a map of your system for users who can share the same data descriptions (metadata). Each indicator by trade will be referenced and connected to its technical metadata. By associating the technical indicators and descriptions, your system is homogenized.

About Synergy

→ **Activity:**
Edition and integration of BI solutions

→ **Sales figures:** €2.8 million

→ **Staff:** 30

→ **Date founded:** 1986

We mainly work in Paris, North of France, and Belgium. We are pleased to work with customers coming from many fields: distribution, insurance, banking, industry, public services—such as Vivendi, L'Oréal, Kraft Foods, Renault, Redcats.

For more information, please visit our website : www.synergy.fr

Amphaz

A Business Objects Gold Partner and Certified Training Center, Amphaz provides expertise on Business Objects solutions, and is present throughout France.

A Groupe Altitude company (annual sales: €38 million; staff: 350), Amphaz serves more than 1,000 customers (SMEs, large corporations) in France and overseas delivering consulting, implementation, support, and training services in the fields of business intelligence, customer relationship management (CRM) and e-solutions (internet and intranet portals, e-commerce, applications, etc.).

Business Objects awarded Amphaz the "best annual progress" award for its business and technological investment as part of the "Beta-Testers" program, and its participation in the introduction of BusinessObjects XI Release 2 on the market.

Amphaz – Tour Pacific – 11 Cours Valmy – 92977 Paris La Défense – France
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Aralys

ARALYS, the First Business Intelligence Engineering Service Firm

Aralys specializes in BI through its Platinum partnership with Business Objects and its expertise in BI integration for large corporations.

Aralys' know-how covers the entire BI chain:

• Sale of Business Objects software

• Assistance to project owners (requirement assessment, definition of specifications)

• Supervisory assistance in the deployment of Business Objects solutions (Web Intelligence, Dashboard Manager, Crystal Enterprise, and Data Integrator)

Aralys has 50 employees who are mostly involved in international assignments. It has undergone controlled, steady growth since it was founded, with €3 million in revenues in 2005 and forecasted revenues of €4.5 million in 2006.

Aralys – 15/17 rue de Vanves – 92100 Boulogne Billancourt – France
Tel: + 33(0)1 46 21 87 87 – www.aralys.fr – cdebecde@aralys.fr

ASI *Décisionnel*

A business intelligence specialist, ASI Décisionnel has solid references and recognized know-how. A Business Objects Gold Partner, ASI Décisionnel is ready to serve your business intelligence system projects (reporting solutions, performance management, budgeting, etc.) through the following assignments:

• Preliminary consulting on the technical, functional, and organizational aspects of your projects

• Implementation/integration to provide global project supervision through a proven methodology and complete proficiency in ETL and reporting/management tools

• Audit/migration of your existing applications

• Technical support in BI environments

• Training in the basic data warehousing concepts and on the tools implemented

ASI
www.asi-informatique.fr

BERATA
BUSINESS INTELLIGENCE SOLUTIONS

A business intelligence solutions specialist, Berata France offers a full line of products and services ranging from executive team support to user assistance. Its experts and consultants operate at all levels of business intelligence project implementation, whether it concerns consulting, integration, training, or support.

Berata France targets large-scale international projects through its strong European presence and a staff that is 90% Franco-German and/or English-speaking. With more than 70% of its services performed on a contract basis with more than 200 customers, Berata France ensures complete control over project budgets and planning.

Today, Berata France is a "Value Added Reseller Gold," an "Authorized Educational Partner," and a "Maintenance Renewal Certified Reseller" of BusinessObjects solutions.

Berata France 9, rue Jacob Mayer – 67200 Strasbourg – France
Tel: +33(0)3 90 20 17 00 – Fax: +33(0)3 90 20 17 09

Bull, Architect of an Open World

As one of the leading European IT companies, Bull delivers open, flexible, and secure information systems. The group helps public and private sector customers transform their information systems, applying its know-how and expertise in three main areas:

• Capitalizing on its extensive mainframe experience, Bull designs and produces robust, innovative, and open servers, based on industry-standard technologies

• Building on its alliances with leading ISVs, Bull develops and implements flexible and interoperable application infrastructures, which gives business processes the freedom to evolve

• Bringing together recognized expertise in end-to-end IT security, Bull secures data and exchanges that are so critical in preserving customers' business integrity

Bull has a particularly strong presence in the public, health-care, finance, telecommunications, manufacturing, and defense sectors. Its distribution network and business partners cover more than 100 countries worldwide.

Bull
www.bull.fr

EURIWARE

Euriware is a leading consulting and IT services group. It offers its customers a solid expertise based on the successful combination of its three core businesses: consulting, systems integration, and "evolutionary" outsourcing. Euriware's strategic lines of business meet the needs of its major customers, helping them to improve their business performance, to manage product lifecycles and data, to ensure the security of their information systems, and to integrate their ERP tools. Euriware's industrial approach ensures successful projects, controlled innovation, and ongoing improvement plans.

Euriware is a 100%-owned subsidiary of Areva, an energy expert.

In January 2006, Euriware acquired Eurinfo, a company with a 10-year expertise in business intelligence. With these new expert consultants, Euriware is well-positioned to meet the growing needs of the market, designing and integrating dashboards and business key performance indicators.

Euriware
www.euriware.fr and www.eurinfomed.com

LogicaCMG is a major international force in IT services. The group employs 30,000 people across 36 countries. With its deep industry knowledge and more than 40 years of nonstop success, LogicaCMG enables its customers to build and maintain leadership positions. The company provides business consulting, systems integration, and IT and business process outsourcing across diverse markets. With the acquisition of Unilog in January 2006, LogicaCMG now has a workforce of roughly 2,200 employees across its subsidiaries: Unilog Management, Unilog Avinci, and Unilog Integrata Training.

LogicaCMG focuses its activities on information management, the crucial key to business success. The company offers a comprehensive set of solutions enabling customers to easily access structured and unstructured data and thus make successful decisions for present and future needs. As a Business Objects Gold Partner, LogicaCMG employs around 750 business intelligence consultants across Europe and nearly 110 in Germany.

Headquartered in Europe, LogicaCMG is listed on both the London Stock Exchange (LSE:LOG) and Euronext Amsterdam (Euronext:LOG).

More information is available at www.logicacmg.com.

LogicaCMG
www.logicacmg.com

Micropole-Univers, a consulting, engineering and training firm specialized in business intelligence and e-business, supports its customers throughout the lifecycle of their enterprise project and manages the functional, technological and organizational changes inherent in their success.

In addition to an organization by business unit, to gain a fuller understanding of its customer's main issues, Micropole-Univers has developed a tailored functional approach based on knowledge of its customers' businesses.

A partner since the creation of Business Objects in 1991, Micropole-Univers maintains a close relationship with the French leader, which named it "Best Platinum Partner" in 2003 and "Best Partner" in 2004, confirming the choice of their common positioning relative to global management of the efficiency of company businesses and processes: knowledge and customer loyalty, sales management, skills management for HR, inventory monitoring and management, purchasing management, etc.

Micropole-Univers – 100 rue La Fayette – 75010 Paris – France
Tel: +33(0)1 42 47 42 47 – www.micropole-univers.com

A key player in consulting and IT services in Europe, Sopra Group offers all the services businesses need to modify their organization and upgrade their information systems. Today, Sopra Group employs 10,000 people. It has a global positioning, from strategic thinking upstream of projects —with a general

management approach— to management of large system integration projects and application outsourcing.

In addition, the Group continues to deploy its application integration and business process management activity, offering a full line of solutions and services.

Sopra Group
www.sopragroup.com

We offer our expertise and our methodology to provide end-to-end business intelligence solutions, being integrator and editor. Beyond acquisition and data storage, our customers improve their performance by exploiting their information resources, clarifying their strategic decisions and anticipating evolutions.

We focus on the certification of competences, to give the best level of expertise for a project.

We guarantee a partnership with the best editors (licenses, certification of our consultants, expertise of products such as BusinessObjects XI Release 2).

We propose a complete range of training courses on BI technologies and have been an Authorized Education Partner of Business Objects since 1995.

Moreover, we are the editor of "Meta Analysis," functional and technical referential. Data descriptions coming from many sources are grouped in a common dictionary, giving a global vision of our decision support system.

Index by cutomer

Index by industry

Index by geographical zone

Index by issue

Index by product

Enterprise Information Management (EIM)

Enterprise Performance Management (EPM)

Index by partner

Business Objects™