

**OPTIMIZING PERFORMANCE WITH
SAP® BusinessObjects™ SOLUTIONS**
CONNECT STRATEGY TO EXECUTION



Not only does your company need to run its business effectively and efficiently, but you are also held accountable for the way you run your business. Main barriers preventing companies from optimizing business performance include:

- Disconnect between strategy and execution
- Lack of balance between risk and opportunity
- Lack of visibility throughout the entire business cycle

The SAP® BusinessObjects™ portfolio helps your organization optimize its business performance by enabling you to connect strategy to execution and achieve these benefits:

- Strategic alignment
- Predictable performance
- Confident decisions

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CLARITY IN STRATEGY AND EXECUTION

GAIN STRATEGIC INSIGHT INTO YOUR BUSINESS



Operating in today's business world requires real-time, 360-degree insight into your business processes. But most companies are ill equipped to do this because their decision-making and planning processes are not linked to their execution. Three main barriers affect organizations' ability to optimize performance (see Figure 1).

Disconnect Between Strategy and Execution

In most companies, the two worlds of strategy and execution don't talk; the execution is out of line with the strategy because the strategy never really gets effectively pushed down into the

operations. We've all been in all-hands meetings where we hear about a new initiative or change in the way we're going to do business. Then we all go back to our desks, and what do we do? The same thing we've always done before. That's because we are lacking the translation of how the new strategy affects what we do and how we need to change our behavior to ensure execution is aligned to strategy. When you solve this problem, when what you say you will do is the same as what you actually do, then you have **strategic alignment**. Instead of just executing efficiently, you are now able to execute effectively.



Figure 1:
Barriers to
Increased
Performance

Lack of Balance Between Risk and Opportunity

Organizations are always looking for new opportunities to gain increased profits, improved market share, or enhanced brand reputation. However, opportunities are typically accompanied by challenges or risks. You have to understand, balance, and manage those risks, making sure the trade-off is in the interests of the key stakeholders. The important thing is to strike a balance between managing the risks and pursuing the right opportunities. Focus solely on opportunities, and you can wind up burning out like some of the failed financial companies in 2008. Focus solely on risks, and you become unable to grow, and you stagnate or fail. Finding the right balance between risks and opportunities allows you to deliver **predictable performance**.

Lack of Visibility Throughout the Entire Business Cycle

You can use your strategy-setting process to help you prioritize opportunities. You can also ensure these opportunities are clearly communicated so the execution of the organization becomes aligned. As the organization executes,

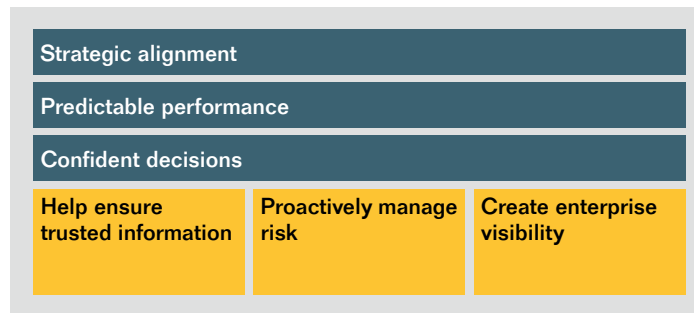


Figure 2: Best Practices for Optimized Alignment, Performance, and Decision Making

you take risks into account as they come up, a process that then feeds back into your strategic process, allowing you to adapt to changing business conditions. As you facilitate this cycle, you are now enabling everyone in the organization to make **confident decisions** rather than rely on gut feelings.

The SAP® BusinessObjects™ portfolio can enable you to realize these benefits. Based on a set of best practices collected from our extensive customer base, the portfolio supports you in taking three key actions to achieve strategic alignment, gain predictable performance, and make confident decisions. This helps you close the gap between strategy and execution. All three of these actions are required to fully realize the benefits (see Figure 2).

Help Ensure Trusted Information

The first step toward gaining strategic alignment is ensuring that the information you have is accurate and that IT and management believe that to be the case. You need a single, trusted environment for the collection, movement, and distribution of data. Most organizations have a variety of data locked in various internal silos but also rely on key data that exists outside the organization's walls. You must establish a unified, certified view across these disparate sources to enable confident, quality decisions. Can your COO know with certainty the report he or she is looking at accurately reflects customer activity? Can your CFO certify financial statements with complete confidence that there are no material weaknesses? Can your CEO confidently provide guidance during an earnings call on performance and risks?

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When you help ensure trusted information, you take the first step toward strategic alignment, predictable performance, and confident decisions.

Proactively Manage Risk

It isn't enough to simplify the process of collecting and consolidating information in a business process. To get to the root cause of unpredictability, you need to ensure you're running risk-adjusted business processes throughout the organization. As you define strategies, you are prioritizing and making decisions in the context of how risks impact strategy. As you plan and forecast, you need to see risk-adjusted views to ensure you fully understand the potential impact of risk to your plan. As you execute, you must ensure you are putting appropriate controls in place to mitigate risks. To close the gap between strategy and execution, you must have discipline around your key processes that ensure integrity, inspire confidence, and ultimately lead to predictable outcomes. The only way to become predictable is by considering and managing all variables, including enterprise risk.

Create Enterprise Visibility

Ultimately, people in the organization use the data and outcomes of processes to make decisions. While different employees may prefer different methods of visualizing data, the key is to ensure employees understand the information in the context of the bigger picture. How does the decision a credit manager is about to make to extend longer payment terms impact the goal to reduce days payable outstanding? How can you stop this action if the impact is above a defined threshold? How can you leverage best practices from one division across the organization to develop a competitive advantage? When you create enterprise visibility, you can respond to changing business requirements, help ensure alignment at all levels within the organization, instill confidence in people making decisions, and consistently deliver predictable results.

The SAP BusinessObjects portfolio provides solutions that help enable you to break down the barriers to optimized performance. You can gain true insight and use it to devise a well-aligned strategy. You can then flow that strategy into operational decisions ready for execution.

BUSINESS INTELLIGENCE AND INFORMATION MANAGEMENT SOLUTIONS

A HOLISTIC APPROACH TO INTELLIGENCE

The SAP BusinessObjects portfolio provides a holistic approach that brings together solutions for optimizing business performance: business intelligence (BI); information management (IM); enterprise performance management (EPM); and governance, risk, and compliance (GRC). The broad family of tools and applications helps teams optimize performance by enabling strategic alignment, predictable performance, and confident decisions. The solutions support the establishment of trusted information, the ability to proactively manage risk, and the creation of enterprise visibility, regardless of the underlying applications or data stores (see Figure 3).

Business Intelligence

Many business users still struggle to get the right information at the right time to support sound decision making. Frequently, too few users have access to the information they need to do their jobs. At the same time, different groups often have different versions of the truth, making it difficult to agree on the right numbers and make the right decisions. This is why many organizations are choosing to standardize and consolidate their BI software systems. This is not just to control costs but also to provide the information infrastructure every business needs to run efficiently and effectively.

By extending the reach of information to all users in your organization, SAP BusinessObjects BI solutions redefine the way your organization captures and shares knowledge. With self-service access, users can get the information they need in a way they understand. And best of all, information is delivered directly within their current environment, where they work – accurately and securely.

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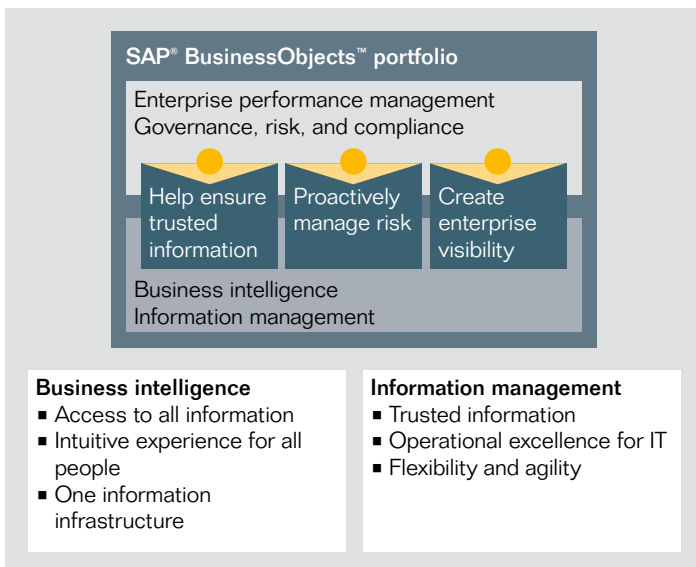


Figure 3: SAP® BusinessObjects™ BI Solutions and SAP BusinessObjects IM Solutions



To help ensure that you have trusted information, SAP BusinessObjects IM solutions let you access a variety of data sources, integrate and consolidate your data, and clean and improve your data. You can also reconcile and harmonize data from different systems, as well as understand where your data is coming from. The solutions support data integration, data quality management, metadata management, and master data management.

SAP BusinessObjects BI solutions break the barriers of traditional BI solutions to help you ensure that all people connected within your organization have immediate access to the reliable business information they need to do their jobs. The goal is to have access to that information just as easily as you have access to e-mail or the Internet. You gain a full spectrum of BI functionality – ranging from reporting and query and analysis; to data exploration, dashboards, and visualization; to advanced predictive analytics.

Information Management

To help ensure that you have trusted information, SAP BusinessObjects IM solutions let you access a variety of data sources, integrate and consolidate your data, and clean and improve your data. You can also reconcile and harmonize data from different systems, as well as understand where your data is coming from. The solutions support data integration, data quality management, metadata management, and master data management. And you have an integrated data integration and data quality management solution (with one interface, one administration console, and one source of metadata).

This enables you to build a trusted information foundation underpinning your BI, EPM, and GRC applications.

EPM AND GRC SOLUTIONS

MANAGING PERFORMANCE AND COMPLIANCE

SAP BusinessObjects EPM solutions and SAP BusinessObjects GRC solutions work together to help balance risk and opportunity as well as provide strategic alignment. All categories of SAP BusinessObjects solutions work with enterprise resource planning software from both SAP and other vendors.

SAP BusinessObjects EPM solutions help empower organizations to manage financial and operational performance. They support processes from strategy, planning, budgeting, forecasting, reporting, and analytic requirements to profitability and cost optimization and spend and supply chain rationalization and effectiveness.

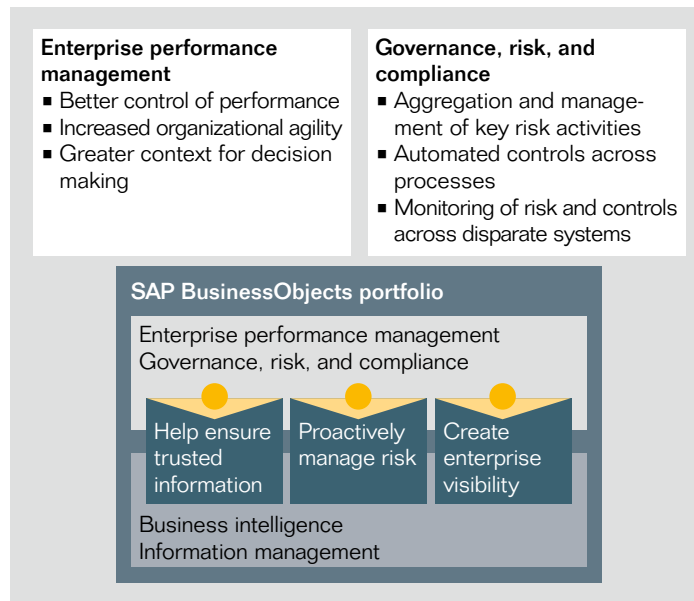


Figure 4: SAP® BusinessObjects™ EPM Solutions and SAP BusinessObjects GRC Solutions

Enterprise Performance Management

SAP BusinessObjects EPM solutions help empower organizations to manage financial and operational performance. They support processes from strategy, planning, budgeting, forecasting, reporting, and analytic requirements to profitability and cost optimization and spend and supply chain rationalization and effectiveness.

SAP BusinessObjects EPM solutions help your company capitalize on the value of your existing data assets.

With these solutions, your organization can become more agile, gaining organizational alignment, visibility, and confidence that give you optimal control and support competitive advantage. These solutions can integrate with SAP Business Suite software, SAP BusinessObjects GRC solutions, SAP BusinessObjects BI solutions, and SAP BusinessObjects IM solutions. As a result, you can maximize business profitability, manage risk and compliance, and optimize corporate systems, people, and processes.



SAP BusinessObjects GRC solutions help ensure that corporate strategies reflect today's business risks and opportunities and that the proper controls are in place to mitigate and manage risk, support regulatory compliance, and execute strategic goals. The applications help unify and align risk and compliance management processes under a single enterprise framework, across business units, regardless of whether the solutions are supporting IT, audit, financial, or trade processes.

Governance, Risk, and Compliance

With the SAP BusinessObjects GRC solutions, you can maximize strategic and operational performance by cost-effectively managing regulations and policy compliance while proactively mitigating business risk.

SAP BusinessObjects GRC solutions help optimize business performance through their tight integration with the SAP BusinessObjects EPM, BI, and IM solutions. SAP BusinessObjects GRC solutions help ensure that corporate strategies reflect today's business risks and opportunities and that the proper controls are in place to mitigate and manage risk, support regulatory compliance, and execute strategic goals. The applications help unify and align risk and compliance management processes under a single enterprise framework, across business units, regardless of whether the solutions are supporting IT, audit, financial, or trade processes. This approach helps ensure that you are not exposed to unnecessary risks or control failures. These solutions can support multivendor systems across enterprises and support a unified GRC approach.

SAP SERVICES OFFERINGS AND SUPPORT

GET THE MOST FROM YOUR INVESTMENT

The SAP Consulting organization has the expertise and experience to help customers see clearly, think clearly, and act clearly to survive today's challenges through delivery of data-driven solutions. With the ability to help reduce total cost of implementation and provide fast return on investment, the portfolio of service offerings for SAP BusinessObjects

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solutions provides a business-centric approach. This helps you:

- Understand and implement the right performance metrics to drive your business
- Gain the proper visualization context for the right audience
- Provide the necessary data infrastructure required to deliver reliable information, giving you insights, efficiency, and flexibility

In addition, the SAP Services organization has expertise in implementing in multiplatform environments, so you can adopt new technologies while minimizing disruption to your business. From tactical installation and assessments to strategic transformation, our global team delivers excellence to any BI or information management strategy, EPM initiative, or GRC effort.

Education Services

Giving the right people the right technology and the right knowledge is a critical success factor of all implementations of SAP BusinessObjects solutions. SAP offers education services that let you accelerate the realization of value from our products while helping you gain acceptance for new solutions among your user base. SAP Education offerings help you deliver the right IT skills, business skills, and process

awareness for self-reliance, empowered decision making, and enterprise-wide usage of products and solutions.

Worldwide Customer Support

Our specialized support engineers are committed to resolving your issues quickly and effectively. We are available during your business hours and are devoted to your success 24x7 for mission-critical deployments. And our extensive online materials enable you to find what you need swiftly and independently – any time, day or night.

Benefits of the SAP BusinessObjects Portfolio

With support for BI and IM strategies, EPM initiatives, and GRC processes, the SAP BusinessObjects portfolio can help you achieve these benefits:

- Strategic alignment
- Predictable performance
- Confident decisions

Find Out More

To learn how the SAP BusinessObjects portfolio can help you align strategy and execution, call your SAP representative or visit us on the Web at www.sap.com/solutions/sapbusinessobjects.

Summary

The SAP® BusinessObjects™ portfolio can provide clarity for your business in its strategy and execution. The holistic approach brings together solutions for business intelligence (BI); information management (IM); enterprise performance management (EPM); and governance, risk, and compliance (GRC). Together, the solutions help you achieve strategic alignment, gain predictable performance, and make confident decisions regardless of the underlying applications.

Business Challenges

- Disconnect between strategy and execution, leading to individuals' actions not being aligned with the organization's strategic direction, which results in wasted resources and missed opportunities
- Lack of balance between risk and opportunity, leading to those companies that focus solely on opportunities burning out and those that focus solely on risks becoming stagnant
- Lack of visibility throughout the entire business cycle, leading to most business users not being able to get all the right information at the right time, or not trusting it when they find it

Key Features

- **BI** – Streamline reporting, query, and analysis with data exploration, dashboards, visualization, and advanced predictive analytics, with self-service access
- **IM** – Deliver trusted information supporting operational and analytical initiatives
- **EPM** – Manage financial and operational aspects of performance, including strategy, planning, budgeting, forecasting, reporting, analysis, profit and cost optimization, and optimization of spend and supply chain performance
- **GRC** – Maximize strategic and operational performance by cost-effectively managing regulations and policies while proactively mitigating business risk

Business Benefits

- **Strategic alignment** by linking corporate strategy to day-to-day execution
- **Predictable performance** by finding the right balance between risks and opportunities
- **Confident decisions** by getting timely, trusted, and well-understood information to the right people

For More Information

Call your SAP representative, or visit us on the Web at www.sap.com/solutions/sapbusinessobjects.

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