



Enterprise Performance Management

Aligning People, Processes, and Technology





Aligning People With Processes and Technology

Organizations operating in today's global economy are faced with unprecedented competitive and regulatory pressures and a heightened level of uncertainty. In this market environment, there's a pressing need toward continuously shrinking decision cycles—where improved, faster, and more accurate decision-making enables organizations to create a competitive advantage. Business is changing quickly, and an organization's ability to forecast and respond to challenges and opportunities faster than the competition separates the winners from the losers. To be a winner, to have that competitive edge—a high-performance culture needs to be established and cultivated within the organization. And to support this culture, a repeatable process is required—one that sets goals, measures success, and takes the action needed to improve performance. This process is called enterprise performance management (EPM). EPM aligns people to execute an effective business strategy using a series of organizational processes and supporting technology.

People

- ▶ Create a vision for success for everyone in the organization
- ▶ Align people around common goals and objectives
- ▶ Reward people for achieving goals

Processes

- ▶ Plan for the future
- ▶ Measure current performance
- ▶ Adapt plans and take action with confidence

Technology

- ▶ Align plans, budgets, and goals with strategic objectives
- ▶ Leverage business intelligence (BI), dashboards, and scorecards to monitor and analyze performance
- ▶ Capitalize on enterprise information management (EIM) for confident decision-making

Business Objects EPM solutions enable you to align resources around common plans, track and measure progress, and adapt quickly to market conditions to drive improved performance across the enterprise. Built on the most trusted BI platform, Business Objects EPM solutions offer the deepest capabilities for your industry.

Empowering Employees for Success



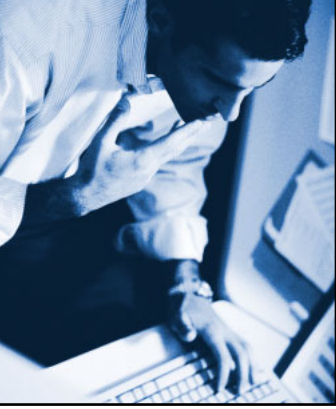
Your executive team creates a long-term vision that is then translated into corporate strategies, goals, and objectives. These targets—such as increasing sales by 15%, line efficiency to 85%, on-time deliveries to 97%, or customer satisfaction by 2%—spread throughout the entire organization and cascade down to individual employees in each department. With personalized goals and targets, every one of your employees aligns their daily activities to support the corporate goals. And with a closed-loop process, you can reevaluate and adjust goals and objectives on a regular basis.

Business Objects EPM solutions bridge the gap between high-level strategy and daily execution. They allow you to map your annual plans back to daily tasks, translate executive-level goals to department and functional area metrics and measures, and keep your entire organization working to support the annual plan—so you deliver the desired financial or operational results.

“Business Objects has added accountability to everyone’s role.”
Steve Prince, West Coast Regional Sales Manager, New Balance

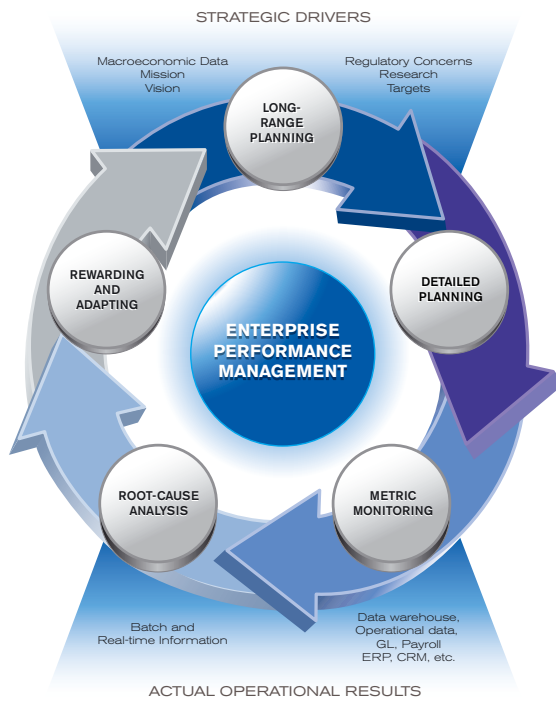


EPM aligns and connects the entire organization so that every employee knows how daily actions impact corporate goals.



Using the Right Tools

EPM includes long-range planning, detailed planning, metric monitoring, root-cause analysis, and rewarding and adapting. By adopting a comprehensive EPM process, you ensure that the actions of your organization support your corporate goals—ultimately driving improved performance.



EPM is a continuous improvement process.

Long-Range Planning

With long-range planning tools, you can easily develop base case scenarios, analyze strategic initiatives, and define key driver-based metrics. Scenario modeling allows you to analyze the impact of plan combinations on the bottom line and capital resources. It helps you identify mutually exclusive options, analyze what-if scenarios, and select which subset of initiatives you should pursue. You can save alternative plans, so you'll be prepared for shifts in macroeconomic conditions that can sway outcomes

from best to worst case. Business Objects EPM products that support long-range planning include:

- ▶ BusinessObjects™ Strategic Planning
- ▶ BusinessObjects Capital Planning
- ▶ BusinessObjects Forecasting
- ▶ Crystal Xcelsius™

"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

Detailed Planning

To bridge the gap between strategy and daily operations, Business Objects offers detailed budgeting and planning tools to help you align your operating plans and targets with strategic goals. This fosters bottom-up and top-down collaboration, builds organizational buy-in, and drives accountability. Automation reduces your budget cycle time while increasing transparency. Business Objects EPM products that support detailed planning include:

- ▶ BusinessObjects Consolidation
- ▶ BusinessObjects Budgeting
- ▶ BusinessObjects Payroll Planning
- ▶ BusinessObjects Sales Planning
- ▶ BusinessObjects Incentive Compensation Management

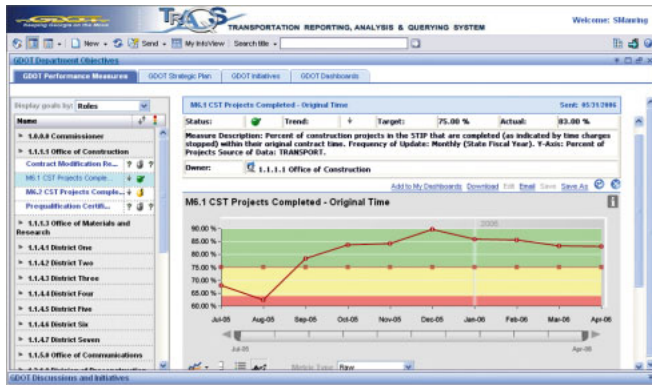
"Business Objects allowed us to consolidate the planning process and reduce our planning time by almost a month."

Steve Hunt, Director of Operations and Finance, Triad Hospitals



Metric Monitoring

To achieve corporate goals, you need to measure key metrics and track progress toward results. EPM allows you to connect high-level strategy to metrics and goals assigned to individual employees or departments. With increased accountability, employees are motivated to undertake daily activities that support corporate targets—such as increasing regional sales goals or improving product margins. Your executives can easily view these rolled-up targets by functional areas, departments, and business lines so they always have a complete picture of your organization's performance.



BusinessObjects Performance Manager provides personalized scorecards to track progress against targets.

Timely alerts of off-track metrics can mean the difference between a controllable disruption and a major crisis. Business Objects allows you to monitor metrics in dashboards, providing an at-a-glance view of performance, a consistent way to track actual activity and results, and critical alerts for management. What's more, Business Objects provides predictive analysis to give you a proactive view of your business and see issues even before they arise. Dashboards are easily personalized and provide a quick way for each employee to track performance so they can improve results, speed, and effectiveness.

Business Objects EPM products that support metric monitoring and proactive insight include:

- ▶ BusinessObjects Dashboard Manager
- ▶ BusinessObjects Performance Manager
- ▶ BusinessObjects Predictive Analysis
- ▶ BusinessObjects Process Analysis
- ▶ BusinessObjects Set Analysis
- ▶ Crystal Xcelsius

Root-Cause Analysis

In addition to knowing that a metric is off track, it's equally important to understand why. A successful EPM environment includes more than monitoring metrics and alerting—it also requires deep analytic capability. After an alert is issued, your executives, managers, and process owners can perform root-cause analysis—for example, understanding why sales in the central region are 10% below target—in time to take corrective action.

With root-cause analysis capabilities, you're able to investigate underlying financial or operational details—such as salesperson performance, product and service mix, and promotional effectiveness—to gain insight into business drivers and long-term implications. EPM enables employees at all levels to quickly diagnose root causes of performance by drilling down into integrated reports—and it allows them to take corrective action before problems escalate. Business Objects EPM solutions that support root-cause analysis include:

- ▶ BusinessObjects Web Intelligence™
- ▶ BusinessObjects Desktop Intelligence™
- ▶ BusinessObjects OLAP Intelligence™
- ▶ BusinessObjects Intelligent Question™
- ▶ Crystal Reports®

"With the view of business data and relationships offered by BusinessObjects Performance Manager, we're seeing a shift in the thinking of many of our employees. Business managers and engineers see how their activities map to the success of larger agency projects. People are more interested in metrics and measurement than ever before, and how they can apply them to improve our organization."

Jim Davis, Strategic Development Administrator, Georgia Department of Transportation



Using the Right Tools

Rewarding and Adapting

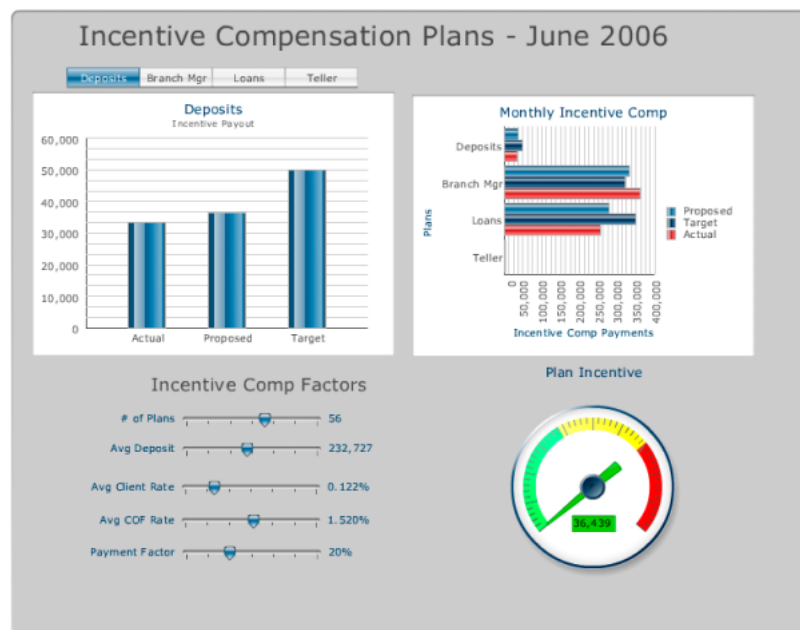
To create a culture of high performance, you need to offer rewards that align people with objectives. BusinessObjects Incentive Compensation Management (ICM) automates variable incentive plans, improves accuracy of payouts, and reduces employee frustration related to shadow accounting of complicated plans. By using ICM's what-if scenario analysis, you can evaluate and optimize compensation plans to achieve financial or growth goals. What's more, since ICM is integrated with the rest of Business Objects products, you can monitor areas where a compensation plan may be encouraging the wrong behavior. For example, if a compensation plan promotes revenue targets alone, you may want to monitor cost of goods sold and profitability to ensure you're encouraging the best business decisions at all times. Business Objects EPM products that support rewarding of employees include:

- ▶ BusinessObjects Incentive Compensation Management
- ▶ BusinessObjects Productivity Management

An effective closed-loop EPM process involves adapting business processes and sharing best practices to constantly improve performance. You can find and apply new ways to solve problems, reduce time-to-action, and optimize performance across your organization. Business Objects EPM products that support an adaptive environment include:

- ▶ BusinessObjects Performance Manager
- ▶ BusinessObjects Process Tracker

"With Business Objects, it takes us a tenth of the time it once did to produce an accurate incentive payment."
 Jason Darby, Vice President of Incentive Accounting, North Fork Bank



BusinessObjects Incentive Compensation Management enables you to align rewards with corporate objectives.

Industry Expertise. Enterprise Class.



Business Objects EPM solutions offer a comprehensive, integrated set of solutions—combined with deep expertise in your industry—to help you align your people with organizational goals and drive improved performance.

We combine best-in-class planning applications with the industry's most trusted BI platform. The result? You enjoy a seamless end-user experience and a lower total cost-of-ownership—while you empower employees with information they can trust.

With Business Objects EPM solutions, you succeed by giving users the right tools for their job. You can

Industry expertise means you work with a partner who knows your industry. Our consultants and technical teams have experience speaking your language and understanding what drives your success. Business Objects is committed to your industry—from sales to support—so you'll receive the benefit of over 20 years of industry application co-development and best practices.

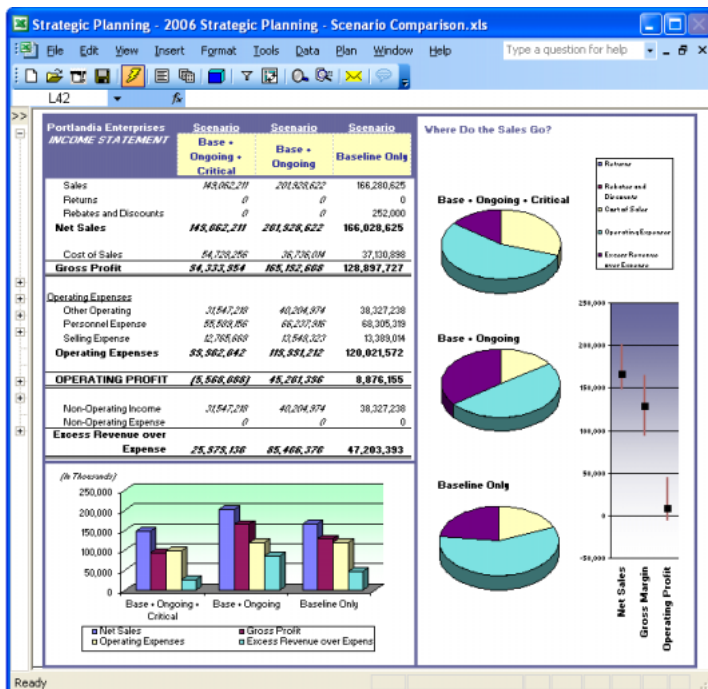
About Business Objects

Business Objects is the world's leading BI software company, with more than 39,000 customers worldwide, including over 80 percent of the Fortune

500. Business Objects helps organizations of all sizes create a trusted foundation for decision-making, gain better insight into their business, and optimize performance. The company's innovative business intelligence suite, BusinessObjects™ XI, offers the BI industry's most advanced and complete solution for performance management, planning, reporting, query and analysis, and enterprise information management. BusinessObjects XI includes the award-winning Crystal line of reporting and data visualization software. Business Objects has also built the industry's strongest and most diverse partner community, and offers consulting and education services to

help customers effectively deploy their business intelligence projects.

Call +1 800 544 3477 or visit www.businessobjects.com/planning for a free demo kit or for more information.



Business Objects planning applications allow users to easily select and compare business scenarios in a single view.

choose a solution that can grow with your needs and is scalable to support global EPM deployments. Business Objects is a safe choice—over 39,000 customers have chosen Business Objects to meet their needs.

► www.businessobjects.com

For a complete listing of our sales offices, please visit our website.

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