



Votorantim Cimentos: Managing Business Better with Strong KPIs from SAP® BusinessObjects™ Dashboards

Brazilian construction materials manufacturer Votorantim Cimentos needed to give executives better-quality information faster to better manage the business. Using SAP® BusinessObjects™ Dashboards software, the company found the way: **170 reports in dashboard form distributed daily**, each with real-time data on the firm's 100 most important key performance indicators (KPIs).

Executive overview

Company

Votorantim Cimentos

Headquarters

São Paulo, Brazil

Industry

Mill Products – cement products

Products and Services

Cement, aggregates, hydrated lime, mortar, agricultural lime, gypsum, concrete, and lime paint

Employees

9,600

Revenue

US\$5.2 billion

Web Site

www.votorantim-cimentos.com

Partner

Everis e SQL Tech

BUSINESS TRANSFORMATION

The company's top objectives:

- Enable more agile business management
- Supply timely, accurate, and easily understood business information to decision makers
- Provide access from anywhere without compromising information security or integrity
- Offer a single source of information

The resolution:

- Defined, standardized, and prioritized key performance indicators (KPIs)
- Implemented processes for achieving accuracy and consistency of KPI data
- Used SAP® BusinessObjects™ Dashboards software to build executive dashboards containing KPI information

The key benefits:

- Created a central repository of accurate, consistent business data
- Reduced reliance on e-mail for exchanging information about the state of the business
- Gave mobile executives full access to data

Read more ►

“SAP BusinessObjects solutions helped us make a quality and productivity leap in dashboards and enabled users to maintain them. We cut the time to build prototypes during the preproject stage.”

Sidney Fontan, Systems Coordinator – Business Intelligence, Votorantim Cimentos



TOP BENEFITS ACHIEVED

50%

Increase in data distribution speed

100%

Company executives supported by dashboards

100 KPIs

Updated and distributed daily

See more metrics ►

Executive overview

Company objectives

Resolution

Business transformation

Future plans

Meeting the information challenges of diversification

Votorantim Cimentos, a major supplier of cement and related products in Brazil, is a subsidiary of the Votorantim Group, one of Latin America's largest industrial conglomerates. The São Paulo-based firm has 9,600 employees and commands US\$5.2 billion in revenues annually.

During recent years Votorantim Cimentos has grown to become increasingly diversified and geographically dispersed. This created many challenges in collecting and consolidating overall business information and presenting it to executives in time to help with their decision making.

Since Votorantim Cimentos is committed to continuing the same rate of growth for years into the future, it knew that these challenges would only increase. It tried several approaches for improving the timeliness and accuracy of data, but they all failed. The company had to find a new kind of solution.

“A key initiative was deploying management information through KPIs so executives can access it from anywhere in the world, consolidating a replicable management system for all our operations.”

Sidney Catania, Director of Controlling and Finances, Votorantim Cimentos



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Moving to dashboards and KPIs

A longtime user of the SAP ERP application and the SAP NetWeaver® Business Warehouse (SAP NetWeaver BW) component to run its business, Votorantim Cimentos turned to SAP for a solution. SAP suggested executive dashboards to solve the problem and presented the SAP® BusinessObjects™ Dashboards software for implementing them. “The highly sophisticated charts and graphs can be easily prepared and maintained using SAP BusinessObjects Dashboards,” says Sidney Fontan, the company’s systems coordinator for business intelligence. “Furthermore, because of the application’s native integration with the rest of our business software, we knew that the data it uses in preparing those charts and graphs would be delivered automatically. That avoids the errors and delays inherent in manual processes. Another appeal of the solution from an

IT perspective is that its support comes from SAP Brasil, which had already proven its strength to us.”

Votorantim Cimentos began by identifying the KPIs to be reported on the dashboards. Starting with 200 candidates, the firm’s business units carefully performed concept construction and validation and selected the 100 with the greatest impact. Then, together with its implementation partner, Everis e SQL Tech, the firm pinpointed sources for all the KPIs and automated their extraction from SAP NetWeaver BW. This set the stage for creating the actual dashboards, including a master for the company’s executives and many detailed variants for specific business units.

“The process to centralize, automate, and optimize the KPIs’ generation in the company was a unique challenge. The choice of the tool and partners was paramount to the implementation success.”

Remo Papini, Financial Consultant, Votorantim Cimentos



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Keeping the CEO up-to-date every day, wherever he is

The results of Votorantim Cimentos' dashboards have been good. The information dissemination is much more agile, giving executives fast and reliable access to data. A total of 170 reports are updated and distributed daily via dashboards, each containing real-time data on the 100 KPIs. The CEO monitors the master dashboard every day. He can access it wherever he is because this dashboard, like all others,

is available via the Internet. Drill-down functionality allows him to probe for detail to several levels. This tool also allows all management meetings and the company budget to be available according to pre-established access levels.

KEY BENEFITS

50%

Increase in data distribution speed

100%

Company executives supported by dashboards

100 KPIs

Updated and distributed daily

170 variants

In daily KPI reports



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Expanding dashboard contents, mobility, and reach

Votorantim Cimentos has much more in mind for its executive dashboards. The company plans to expand the current KPI base and extend mobility functionalities. It is also considering ways to use the managerial information to boost internal communications and give employees a clear understanding of the company's strategies, performance, and gaps related to established objectives.

