



# BADEN-WÜRTTEMBERG POLICE

## USING BALANCED SCORECARD MANAGEMENT FROM SAP TO ENHANCE PUBLIC SECURITY

### QUICK FACTS

“The quality of data that I can access quickly today, and the range of parameters that I can analyze it with, is a quantum leap for the management of our organization.”

**Reinhard Renter**, Senior Chief of Police and FIS/BSC Project Manager, Baden-Württemberg Police

#### Organization

- Name: Baden-Württemberg Police
- Headquarters: Offenburg, Germany
- Industry: Public sector
- Products and services: Public security and law enforcement
- Employees: 891
- Web site: [www.polizei-offenburg.de](http://www.polizei-offenburg.de)
- Implementation partner: NSI Competence Center of the Baden-Württemberg Ministry of Finance

#### Challenges and Opportunities

- Improve effectiveness of policing and enhance citizen safety via well-informed strategic controlling
- Provide greater insight for administrators into organizational effectiveness

#### Objectives

- Implement comprehensive management information system and balanced scorecard
- Develop a key figure system to support strategic controlling
- Provide holistic information about all police stations and authorities in state

#### SAP® Solutions and Services

- SAP NetWeaver® Business Intelligence (SAP NetWeaver BI) component
- SAP® Strategic Enterprise Management application
- SAP Business Explorer tool

#### Implementation Highlights

- Connection of SAP and non-SAP systems to a centralized data warehouse
- Access to current budget data
- Extension of balanced scorecard functionality from SAP by adding specialized features for police work

#### Why SAP

Result of statewide SAP project for implementation of budget management, cost accounting, and activity allocation for all public sector authorities in Baden-Württemberg

#### Benefits

- Optimized execution of tasks and operational control
- Extensive analysis scenarios for police work and managing resources
- Effective analysis of phenomena and identification of crime patterns
- High degree of transparency of all departments of Baden-Württemberg police
- Significantly increased data quality and analysis results
- Fewer manual tasks and no duplicated data entry
- Up-to-date data available at all times
- Not dependent on authorities to supply information

#### Existing Environment

- SAP for Public Sector solution portfolio
- SAP ERP Financials solution
- SAP NetWeaver BI



The police force in the German federal state of Baden-Württemberg wants its officers in the right place at the right time. Making that happen, however, is a challenge – police administrators have to balance strategic goals, deployment plans, and operational police work.

Administrators have to manage resources that include 891 employees, five police stations, and specialist units for criminal investigation and the policing of highways and waterways. To help deploy its resources effectively, quickly, and with well-informed tactical decisions, the Baden-Württemberg police force relies on solutions from SAP.

Since 2007, Reinhard Renter, senior chief of police in Baden-Württemberg, has been able to call on a powerful controlling tool for his daily comparison of actual versus target performance. Using balanced scorecard functionality in the SAP® ERP application and information management based on the SAP NetWeaver® Business Intelligence (SAP NetWeaver BI) component, Baden-Württemberg's police force implemented a strategic, key figures-based controlling solution across all areas of the organization.

"We looked for a strategic management tool for a long time, and SAP's balanced scorecard functionality proved to be the breakthrough. The data is so up-to-date and the possibilities for research are endless – we're seeing whole new perspectives of our organization," says Renter.

### Today's Status, Tomorrow's Visions

Before implementing the SAP solution, Renter's department had used a rudimentary balanced scorecard using Microsoft Excel spreadsheets. The senior police chief wanted to replace that inadequate solution with a powerful tool that could help determine the status of hard and soft factors important to managing the department. He found the answer to his needs in SAP's software portfolio when the state of Baden-Württemberg and its police department implemented funds management software from SAP as part of a wide-scale project to introduce new management tools.

The combination of corporate performance management functions and SAP NetWeaver BI gave the police a host of new analysis capabilities and eliminated manual processing. Renter immediately realized the synergies that this would enable when combined with controlling data from the SAP ERP Financials solution – the police would be able to determine the direct connection between the cost of deployments and their results. Given that Baden-Württemberg already had a master agreement with SAP, these possibilities were all the incentive the police department needed to get the ball rolling.

### Interdisciplinary Data Pool

When the project kicked off in May 2005, the Baden-Württemberg ministry of the interior brought together 10 high-ranking officials to form a workgroup. Together with the ministry's NSI Competence Center, they designed and implemented the balanced scorecard and management information system. Both SAP and third-party solutions were connected to SAP NetWeaver BI. Currently, new data flows in daily from the three main applications that manage criminal statistics, accident statistics, and the budget.

In addition, statistics and information about police activities such as crime prevention and forensics come in from the state office. The data warehouse summarizes this information but also lets police drill down to the most detailed level of information. The NSI Competence Center performed the entire technical implementation. "The collaboration with the experts from the NSI Competence Center was extremely professional," adds Renter.

### Strategic Monitor for Police Management

The data warehouse does the fundamental work of acquiring and providing information. However, the work of actual data analysis and evaluation uses the SAP balanced scorecard functionality, which was especially extended to meet the needs of the police force. Renter calls the balanced scorecard the "strategic monitor" for all of the police department's activities. Additional data



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analysis is also handled by the management information system, which is much like a cockpit that presents information and clearly indicates relationships and dependencies.

Renter explains how the different software components work together: “The management information system tells us how the operational work is proceeding and how successful our methods are.” The balanced scorecard, on the other hand, is the strategic tool for carrying out the long-term objective of making Baden-Württemberg the safest state in Germany with the highest quality of living. “We use the balanced scorecard every day to check whether we need to readjust our course in any areas,” says Renter.

### Valuable Analysis Capabilities

The top tiers of the police throughout the state of Baden-Württemberg now use the balanced scorecard and management information system. The user group for the management information system was broadened to include other senior police officers as well as employees from the controlling department.

Access to the information is controlled via role-based authorizations, so each user gets the information he or she needs and is entitled to see. “We’ve received nothing but positive responses from everyone using the system. They’ve been pleased with both content of the system and the technology,” says Renter.

### Straight from the Source

Data from the new collection of systems replaced the periodic reports that used to be generated quarterly by another authority. Now that the data warehouse is supplied with data directly, the information is always fresh and available – with a quality as yet unseen. Multidimensional reporting functions make it possible to link any combination of parameters such as crimes, towns, the responsible police stations, and police operations. “I can now quickly check the effectiveness of our activities and methods,” says Renter, explaining how the management information system has greatly increased the quality of data and analysis results. The police officers can now take on a more proactive role: “Anyone with the necessary authorizations can call up ad hoc analyses straight away, without first having to retrieve the data from another authority.”

### Greater Insight into Organization and Phenomena

Being no longer reliant on other sources of data has been a great benefit for the police, especially when it comes to explaining phenomena. Renter cites the example of a rise in burglaries. Because all of the data required for the analysis is available in the system, Renter’s colleagues can quickly determine when the increase in burglaries began and whether the crimes are centered around one particular police department’s area or affect several jurisdictions. Police can determine the rate of clearances and even see which evidence was gathered

on-site. “We used to have to get this information from lots of different places. Now I click through the step-by-step analysis on screen. That way I can look at the problem from various perspectives and quickly spot any patterns in the crimes,” says Renter.

Enabling users to see beyond their own area of responsibility was a specific project goal. All senior officers with the necessary authorizations can check the figures, values, and developments in other police departments in Baden-Württemberg. The results: greater transparency, benchmarking between the departments, and a new depth of analysis. “The holistic view of all authorities and the high degree of transparency in the SAP systems enable detailed operational management,” says Renter.

### More Time for Core Tasks, Budget Data Breakthrough

Officers and employees have benefited from the automation. Manually synchronizing Microsoft Excel lists had previously consumed valuable time and resources, but now with the system-based data supply, staff time is freed up for actual core tasks.

“Automating the budget data was a breakthrough,” says Renter. “I’ve always been able to see my costs for investigations, but now I can really assess their significance because they are benchmarked with other police departments. I can simply call up all of that on the screen.” Renter offers fuel consumption per person as an example: “If we use

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too much gas compared to other police departments, I check why this is. It could be justified, but if not, I need to do something about it,” he says. This kind of quick orientation helps police chiefs find unnecessary cost drivers and see their areas in relation to the overall department – new insights made possible by the SAP software.

### Only the Beginning

Automated delivery of traffic statistics data alone has saved significant funds that would otherwise have been paid to external data suppliers. Given the success of the new systems, it is hardly surprising that an extension phase is already lined up. Renter is currently heading the integration of the citizens’ registration database, which will further

simplify processes and generate data that can be called up by any department in Baden-Württemberg. In addition, future projects in other German states will also benefit from the work done so far: SAP experts have observed that some 80% of the business content developed for Baden-Württemberg is also suitable for other authorities.

The police department’s decision makers are also looking at the possibility of a portal-based management cockpit – an initiative that promises huge improvements in human resources management. Renter sums it up: “This is only the beginning. We’re going to connect more and more systems to the management information system. I see great potential for even more improvements.”



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