

## **CLOSE THE GAP BETWEEN STRATEGY AND EXECUTION**

### USING SAP® SERVICES TO OPTIMIZE BUSINESS PERFORMANCE

In challenging economic conditions, the difference between surviving and thriving comes down to business performance. Organizations that can optimize their performance increase their ability to spotlight opportunities, mitigate risk, and quickly and flexibly adjust to changing market demands. Yet for most organizations, optimizing performance is a goal often compromised by three common trends: the changing nature of information, the way people work, and the way businesses connect.

The changing nature of information makes it difficult to manage the business using just the structured information generated within the four walls of your organization. Instead, you need to bring together structured and unstructured information from internal and external sources and make it available in a way that supports decision making.

Because of the changing nature of the way people work, you cannot expect IT to support individual users working in functional silos. Instead, IT must enable collaborative teams of users who communicate across boundaries, helping them access the information they need to support business operations.

Furthermore, considering the new ways that businesses connect, companies cannot expect to maintain simple point relationships with customers and suppliers. You need to optimize performance throughout your complete, dynamic

business network – including partners that support you through outsourcing, in-sourcing, offshoring, and onshoring relationships.

#### **Connecting Decision Making to Strategic Goals**

Unfortunately, each of these trends can limit your operational performance and compromise business efficiencies by creating a disconnect between your strategies and the decision making that supports those strategies. Too often, decisions are made without business context. Executives are unaware of the realities facing operational units, forcing them to make strategic decisions without a clear view of conditions on the front line.

What's more, too many companies lock their information in silos, causing a misalignment of actions across the organization. Organizations struggle to communicate goals to employees. Those employees find it difficult to align their day-to-day activities with the organization's overall strategy.

As a result, enterprises experience a gap between strategy and execution – one that prevents them from optimizing business performance. To close this gap, many organizations are turning to the SAP® BusinessObjects™ portfolio of solutions. These solutions can help you gain insight into your business, shape and reshape strategy, and empower business users to make well-informed decisions.

To maximize the value of your SAP® BusinessObjects™ software, SAP offers a comprehensive portfolio of service offerings. These services can help you speed implementation and optimize software use, closing the gap between strategy and execution so you can enhance business performance and effectiveness.



To maximize the value of the SAP BusinessObjects software, you also can take advantage of a broad range of services provided by SAP. The SAP Services portfolio of service offerings for use with SAP BusinessObjects software can help you implement, deploy, and optimize this software. These service offerings can help you close the gap between strategy and execution. This lets you enhance business effectiveness and drive new success while maintaining a low cost of implementation through repeatable offerings, global delivery capabilities, and skills and expertise gleaned from thousands of engagements.

### Comprehensive Business Software to Help You Meet Your Goals

With the comprehensive portfolio of SAP BusinessObjects solutions, you can enhance insight into business trends and opportunities, gain trusted information, enable strategic alignment, and support needed oversight and compliance. The software is designed to provide strategic insight, empowering your business users and transforming the way people work. The solution portfolio includes:

- Enterprise performance management (EPM) solutions, which help you define operational objectives that support your business strategy and develop metrics required to monitor and evaluate all aspects of enterprise performance
- Business intelligence (BI) solutions, which you can use to support querying, reporting, and analysis activities as well as advanced analytics tasks using tools such as scorecards,

executive dashboards, management reports, and intuitive search functionalities for efficient visualization

- Information management solutions, which you can use to enhance data integration, federation, data quality, text and sentiment analysis, metadata management, master data management, and data mart solutions
- Governance, risk, and compliance (GRC) solutions, which help you strengthen your internal controls for IT system access or financial reporting, identify and manage risks, and comply with environmental and customs regulations

### Reduce Time to Value with SAP Services

To help you optimize the value of your SAP BusinessObjects software, SAP also offers a full portfolio of services. These services can help you speed software implementation and optimize the solutions by providing your IT and business users with the skills needed to effectively deploy and use the SAP BusinessObjects applications.

By bringing a metrics-based framework to your engagement, SAP Services can provide a simplified and effective series of measures that help determine strategy and compare achievement against goals. This framework can help you communicate strategy throughout the organization as employees align around the metrics that measure their performance. As the metrics are received, you can more effectively monitor and improve execution. Executives can use increasing visibility into execution – combined with internal and external



information – to make further strategic decisions and reduce risk.

SAP Services for use with the SAP BusinessObjects solution portfolio can help you maximize the value of your solutions in the following four areas.

#### Enterprise Performance Management

The SAP Services organization can help you develop and implement an EPM strategy that fully integrates into all levels of your business. Our consultants work with you to plan, build, and run your first comprehensive solutions and even migrate your existing architecture. When used with SAP BusinessObjects EPM solutions, SAP Services can help you:

- Enhance strategy management
- Support financial reporting and consolidation efforts
- Optimize business planning and consolidation projects
- Maximize profitability and improve cost management

#### Business Intelligence

The SAP Services portfolio offers BI service offerings that help you target your most critical business goals to promote performance analysis, management, and improvement. With these services, consultants for the SAP BusinessObjects portfolio take responsibility for project definition and tool selection while working to meet your project budget goals. They quickly de-

liver a workable business performance optimization initiative – from proposal to prototype to implementation.

SAP Services offerings for use with SAP BusinessObjects BI solutions can help you:

- Develop and refine your business intelligence strategy
- Create and deploy operational reports
- Develop and launch a management reporting strategy
- Build and use dashboard analytics
- Migrate to standard SAP BusinessObjects technology

#### Information Management

SAP Services offerings provide information management services that help you integrate and share both structured and unstructured data. They also help you consolidate master data to establish a single view of business information to enable real-time decisions, as well as manage information across its complete lifecycle. With SAP Services offerings for use with SAP BusinessObjects information management solutions, you can:

- Optimize data migration
- Manage data quality
- Integrate and share both structured and unstructured data
- Support data governance programs

#### Governance, Risk, and Compliance

The SAP Services organization offers a broad portfolio of services to help your company achieve effective governance, manage risk, and meet regulatory requirements. We offer traditional consulting services that can help you achieve a smooth implementation or upgrade of SAP BusinessObjects GRC

solutions. In addition, SAP offers a range of packaged service offerings that can support your organization's ability to quickly and transparently realize the value of GRC applications. You can use SAP Services to help you:

- Strengthen internal controls for financial reporting
- Identify and manage risk
- Comply with international trade regulations
- Comply with environmental regulations
- Strengthen internal controls for IT system access

#### Benefits of SAP Services

With the SAP Services portfolio, you can improve performance throughout your organization and close the gap between strategy and execution. SAP Services can help you realize the following business benefits:

- **Cost-effective implementation** – SAP Services can help you plan your implementation so that your SAP BusinessObjects solutions meet your specific business needs, saving the time and expense of potential reengineering. And proof-of-concept prototyping provides additional assurance that those business needs will be met.
- **Reduced risks and cost of migration** – Our experience in a full range of software migrations, coupled with our tools and methodologies, helps you leverage your existing assets, accelerate deployment, and minimize the cost and complexity of migration.

To help you optimize the value of your SAP BusinessObjects software, SAP also offers a full portfolio of services that help you speed software implementation and optimize the solutions.

- **Support for building it right the first time** – No matter how complex the development and deployment of your SAP BusinessObjects solutions, we can provide you with comprehensive support to help ensure that your building, deploying, and going-live phases proceed smoothly the first time.
- **Tailor-made training to fit your needs** – Our exceptional training helps ensure that you receive just the training you need, in your preferred format, when and where you need it.

#### Find Out More

To learn more about services that can support your SAP BusinessObjects solutions, contact your SAP representative or visit [www.sap.com/services/bysubject/businessobjectsconsulting/index.epx](http://www.sap.com/services/bysubject/businessobjectsconsulting/index.epx).

---

## Summary

The SAP® Services organization offers a comprehensive portfolio of service offerings that help you implement, deploy, and optimize SAP BusinessObjects™ applications.

---

## Business Challenges

- Align the performance management approach with overall corporate strategy
- Improve focus on organizational drivers and priorities
- Identify the most important metrics and key performance indicators (KPIs)
- Improve decision making by aligning business objectives with KPIs

---

## Key Features

- **Linkage of strategic goals and specific KPIs** – Implement a performance optimization initiative with the right scope and focus
- **Learning and discovery activities** – Work with certified consultants who guide your organization through a structured process, built on years of experience
- **Detailed architecture and project plan** – Illustrate organizational objectives and connect them with corporate strategies
- **Corporate governance and reporting** – Develop and manage consistent, cohesive policies, processes, and decision-making rights
- **Risk management** – Understand and measure risk, and put in place incentives to optimize returns relative to risk
- **Training** – Receive expert training to help ensure effective, quick adoption of enterprise performance management measures company-wide

---

## Business Benefits

- **Minimize risk** by engaging the expertise of the organization that knows SAP BusinessObjects applications best
- **Reduce costs** by relying on experienced solution and technical architects, implementation specialists, and business consultants
- **Optimize time to value** by taking advantage of packaged service offerings with pre-defined scope, cost, and deliverables or incrementally designed service engagements that can help deliver fast ROI
- **Build it right the first time** with support for building, deployment, and going-live phases
- **Help ensure rapid adoption and efficient use of your solution** with professional training customized for the needs of your enterprise and your employees

---

## For More Information

Call your SAP representative, or visit us online at [www.sap.com/services/bysubject/businessobjectsconsulting/index.epx](http://www.sap.com/services/bysubject/businessobjectsconsulting/index.epx).

50 096 393 (09/07)

©2009 by SAP AG.

All rights reserved. SAP, R/3, SAP NetWeaver, Duet, PartnerEdge, ByDesign, SAP Business ByDesign, and other SAP products and services mentioned herein as well as their respective logos are trademarks or registered trademarks of SAP AG in Germany and in other countries.

Business Objects and the Business Objects logo, BusinessObjects, Crystal Reports, Crystal Decisions, Web Intelligence, Xcelsius, and other Business Objects products and services mentioned herein as well as their respective logos are trademarks or registered trademarks of Business Objects S.A. in the United States and in other countries. Business Objects is an SAP company.

All other product and service names mentioned are the trademarks of their respective companies. Data contained in this document serves informational purposes only. National product specifications may vary.

These materials are subject to change without notice. These materials are provided by SAP AG and its affiliated companies ("SAP Group") for informational purposes only, without representation or warranty of any kind, and SAP Group shall not be liable for errors or omissions with respect to the materials. The only warranties for SAP Group products and services are those that are set forth in the express warranty statements accompanying such products and services, if any. Nothing herein should be construed as constituting an additional warranty.