
Management Dashboards

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- ▶ *Enabling Performance Management across the Enterprise*

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Audience: This paper is intended for IT and business managers who wish to learn more about management dashboards and how to align organizations towards defined goals.

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Executive Summary

Management dashboards help organizations reach stated goals by leveraging information and analytics. They provide alignment, visibility, and collaboration across the organization by allowing business users to define, monitor, and analyze business performance via key performance indicators (KPIs). Whether organizations choose to implement strategic or tactical performance management initiatives, dashboards can provide the foundation for enabling organizations to more effectively align their business strategy with execution. Specifically, management dashboards enable performance management by meeting the necessary dashboard requirements of all the company constituencies.

Organizational Needs – Dashboards enable performance management by allowing organizational groups to work together synergistically in the following ways:

- **Alignment.** Focus and channel the entire business on commonly agreed upon goals and objectives via dashboard KPIs.
- **Visibility.** Enable the business to track and analyze defined KPIs that not only exist within departmental domains, but also broadly across the entire enterprise.
- **Collaboration.** Provide the organization with a single common view of defined objectives, thereby enabling alignment and joint decision making by company employees, partners, and suppliers.

Business User Needs – From senior management to departmental workers, business users are empowered to drive business performance when dashboards possess the following attributes:

- **Intuitive.** Present an easy-to-use management dashboard to ensure user adoption.
- **Personalizable.** Provide users with the specific performance indicators, analysis functions, and layout personalization necessary for their jobs.
- **Powerful, interactive insight.** Communicate actionable information to decision makers via robust performance indicators, rules and alerts, and advanced analysis capabilities.

IT Needs - IT is looking for a low total cost of ownership (TCO) way to meet organizational and business user requirements. IT needs to deploy a management dashboard that considers the following:

- Rapid deployment. Unlike earlier enterprise software initiatives, dashboard deployments must show fast ROI in months rather than years. This requires a development and deployment framework that does not require custom programming.
- Leverage existing infrastructure. Unleash the massive investment made in earlier ERP, CRM, and data warehouse initiatives by providing common metrics from multiple non-integrated data sources.
- Part of an enterprise business intelligence (BI) strategy. BI platform integration provides the business and its users with broader analysis and deployment options. It also serves IT's need for BI data integration, metadata, central administration, and security capabilities.

Introduction

In today's economy, having a good business strategy is not enough to meet organizational goals. Organizations are struggling to implement strategy, streamline operations, and deliver more value to their customers. According to a Fortune magazine study, less than 10% of effectively developed organizational strategies were successfully implemented. In another study, Fortune found that when CEOs do fail, in more than 70% of cases it was not their strategy, but the execution of their strategy that was unsuccessful.¹

Organizations are looking for new ways to optimize how they manage their business in order to improve execution on defined strategies. Quantitatively tracking and analyzing business activities has surfaced as an effective method in driving the proactive and predictive management of the business.

Monitoring business activities is not a new concept. In the 1970s, MIT coined the term Executive Information Systems. These were fourth-generation language, IT-centric decision support systems that provided a few executive managers with an organization's summarized financial data. While in vogue for a time, these fell out of favor due to build and maintenance costs, inflexibility, and inability to deploy them beyond a few high-level executives.

In 1992, scorecarding gained popularity through the pioneering work of Drs. Robert Kaplan and David Norton in that year's Harvard Business Review article, "The Balanced Scorecard—Measures That Drive Performance." The goal of the article was to present an alternative to purely financial-based measurement by including metrics—such as assessments of customers, processes, and employees—that are linked to a company's strategic objectives.

Today, with resurging interest in information-driven management methodologies, organizations are taking interest in various methodologies for monitoring and driving business objective obtainment.² The Balanced Scorecard (BSC) remains a popular strategic enterprise performance management methodology, while other more operational, tactic-specific methodologies include quality initiatives such as Six Sigma and Total Quality Management (TQM), the shareholder value centric economic value add (EVA), and the Activity-Based Costing (ABC) accounting methodology.³

¹ Miyake, Dylan. "Implementing Strategy with the Balanced Scorecard: An Introduction to the Strategy-Focused Organization." DM Review, October 2002.

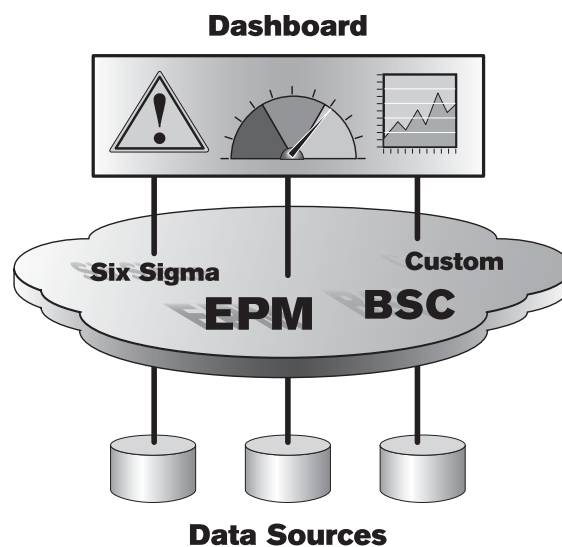
² Rayner, Nigel. "CPM: A Strategic Deployment of BI Applications." Gartner, May 2002.

³ Buytendijk, Frank and Rayner, Nigel. "A Starter's Guide to CPM Methodologies." Gartner, May 2002.

According to Gartner, each methodology has its own strengths and weaknesses and no single methodology covers all organizational operations and departmental processes.⁴ Because of this, organizations often create larger enterprise performance management (EPM) initiatives. With EPM—also referred to as business performance management (BPM) or corporate performance management (CPM)—organizations often blend and create their own methodologies to improve cross department, enterprise-wide execution on defined strategies.

Whether management chooses to implement EPM or focus on specific departments and processes, management dashboards have become the foundation of most performance-driven management initiatives. These web-based dashboards provide business users with an intuitive graphical console of metrics, or key performance indicators (KPIs), for monitoring and analyzing progress towards defined organizational goals. With the right combination of dashboard technology, performance indicators, and business methodologies, organizations are working towards better aligning their business strategy with execution.

■ *Figure 1:*
Through the combination of the appropriate dashboard technology, performance metrics, and business methodologies, organizations are able to align their business strategy with execution.



⁴ Idem.

Dashboard Requirements

Successful dashboard deployments must meet the requirements of the entire organization, its business users, and its IT department.

- Organizational needs
- Business user needs
- IT needs

► Organizational Needs

At the heart of any dashboard deployment endeavor is the quest to improve organizational performance—whether this be at a strategic level, operational level, or both. Any performance improvements and benefits will require alignment, visibility, and collaboration across the extended enterprise.

- Alignment
- Visibility
- Collaboration

Alignment

Improved organizational execution of corporate strategies can be derived from aligning the entire business with commonly agreed upon goals and objectives. According to strategy consultants at A.T. Kearney, “Alignment within the organization is achieved by cascading the strategy to the various units and providing separate but linked measures.”⁵

Many dashboard initiatives begin by aligning departments with objectives that address the most acute pains in the business. Broader performance management centric dashboards will take alignment a step further by proactively and purposely supporting enterprise strategic goals with selected operational objectives. This is crucial because organizational strategy, defined by executive management in the corporate boardroom, is infrequently translated into measurable departmental objectives—ultimately resulting in unmet goals.

⁵ “Driving Value Through Integrated Strategic Measures” presentation, A.T. Kearney, October 2002.

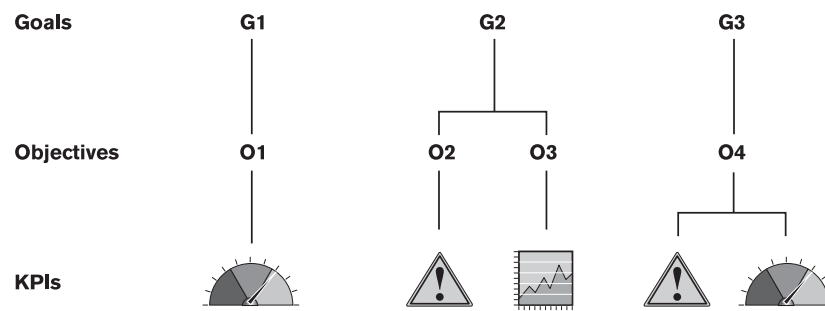
The following case illustrates this mismatch at a major telecommunications provider.

“At the start of the balanced scorecard initiative, the organization determined that being appreciably superior in customer service was one element of its customer-driven strategy. This strategy was developed before the balanced scorecard was introduced to the organization, and banners were hung in call centers throughout the country with slogans such as ‘Customers First’ and ‘Service Matters’; however, customer service levels remained at the same abysmal levels. Why? Because the call center employees were measured based on the number of calls that they could process in an hour. This measure drove them to hang up on difficult problems to handle simpler ones, driving customers crazy.”⁶

After implementing a management dashboard, the company changed their metric to “percent of problems handled with one call.” “This completely changed the atmosphere of the call center and allowed the employees to focus on solving problems—increasing morale, customer satisfaction, and eventually profits.”⁷

This example points out the importance of identifying the operational targets and KPIs. These KPIs, which drive the success of the defined enterprise goals, are then implemented and delivered to managers and employees at all levels of the organization as metrics within the management dashboard. The metrics are commonly defined and consistent throughout the dashboard deployment, and will feed the newly aligned organization the tracking and analysis capabilities it needs for better visibility into the business.

■ **Figure 2:**
Improved business execution can be achieved when the organization is aligned via commonly agreed upon goals, objectives, and KPIs.



⁶ Miyake, Dylan. “Implementing Strategy with the Balanced Scorecard: An Introduction to the Strategy-Focused Organization.” DM Review, October 2002.

⁷ Ibid.

Visibility

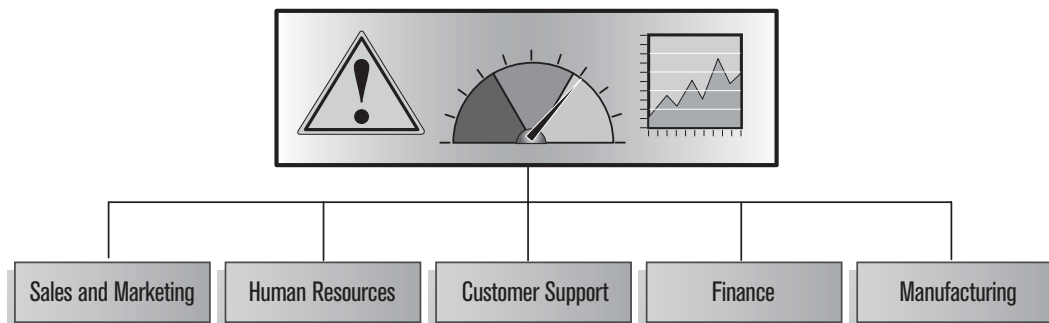
Improving corporate performance requires visibility horizontally across organizational groups and vertically within various business units. This means that after the company has been aligned through commonly defined objectives, teams can track and analyze the defined metrics that exist primarily in their domain as well as those relevant KPIs that span over multiple groups. With the ability to have real-time visibility into their own departmental processes and to experience how those processes interrelate with those of other groups, dashboard empowered organizations can become far more agile and effective in a changing environment.

A leading U.S. pharmaceutical company provides a great example. Like many pharmaceutical companies, this company's sales groups and marketing teams were highly fragmented, existing on separate organizational islands. Before an enterprise management dashboard was deployed, they had little to no visibility into each other's activities. Marketing groups would run new promotional campaigns and not share successes, failures, and lessons learned with other teams. Successful marketing events would take place without sharing attendance information with sales.

By the same token, sales pursuits of one product team would undermine the efforts of other teams as they positioned drugs with overlapping effects to the same physicians. Inefficiencies abounded as physicians were regularly assailed with inconsistent messages—forcing sales teams to miss out on several revenue opportunities.

Now that a management dashboard has been implemented across departments, the sales and marketing teams have begun to gain visibility into marketing campaign efficacy metrics and best practices. Up-to-date sales contact and visit coordination is being achieved via the dashboard, and the teams have aligned their activities on new cross-departmental KPIs such as physician lifetime value. This insight has contributed greatly to sales and marketing's ability to set and achieve common goals. As a result, they have been far quicker to implement more effective and efficient sales and marketing campaigns and share best practices.

■ **Figure 3:**
Dashboards with a set of defined performance indicators provide requisite visibility both horizontally across organizational groups and vertically within various business units.



8 Griffin, Jane. "Information Strategy: A Philosophical Blueprint for Building the Executive Dashboard, Part 2." DM Review, September 2002.
9 Blumstein, Robert and Morris, Henry. "Worldwide Financial/Business performance Management Software Forecast and Analysis, 2002-2006." IDC, June 2002.

Collaboration

As noted by DM Review, “Collaboration in the dashboard environment allows people to work as richly as possible with other people across teams, departments, enterprises, or geographic areas.”⁸ Collaboration within dashboard environments allows organization to share knowledge by providing them with a single view of data and KPIs, joint decision making, and extranet dashboards.

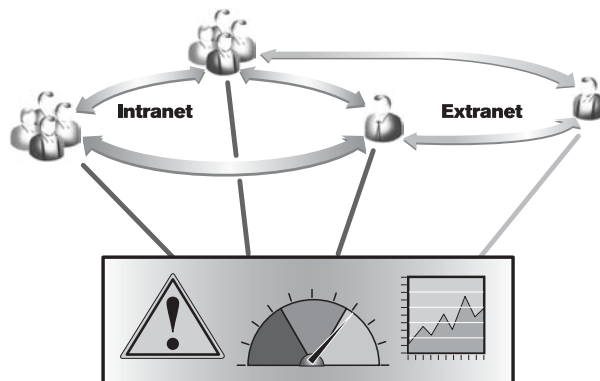
According to IDC, organizations need to be “able to plan collaboratively using a single view of the data and a single view of the trends that feed their decision processes.”⁹ This includes establishing common performance indicators or “one version of the truth” via a management dashboard across the enterprise so that performance can be measured and driven consistently and with the organization’s full effort.

Collaboration also happens when organizations share complex decision making across various parties to reach shared group goals. This is a necessary capability because many business problems do not occur in isolation and are not solvable by one person. Often, more heads are better than one. Complex problems can benefit from joint decision making, where the analysis and intellectual insight of numerous people or groups result in a more balanced response or optimal solution.

Collaboration also includes sharing objectives and decision making with customers and suppliers via an extranet dashboard.¹⁰ These partners may not be in the direct organization, but are crucial to many of your organization’s processes.

Today, extranet dashboards have already gained popularity and are being deployed widely to improve customer relations, align supply chains, and link partners to the overall business. Gartner has noted this trend towards extranet dashboards, saying that between organizations, successful collaborations “must involve the joint definition of metrics, which reinforces win-win relationships.”¹¹ For instance, many organizations are sharing service line agreement and other performance-related metrics with their customers via dashboard extranets. Metrics show aggregated compliancy while case specifics are available by drilling down from the metric to more detailed reports. Alerts warn all parties of possible obstacles so that issues can be fixed before critical thresholds are exceeded or outstripped.

■ **Figure 4:**
Dashboards can enable collaboration and knowledge sharing across the extended enterprise by providing a single view of data and KPIs, and by facilitating joint decision making.



¹⁰ Extranet dashboard – A web-based management dashboard that is deployed outside of an organization to link with customers, suppliers and partners. For more on Business Intelligence extranets, see “Business Intelligence Web Services,” from Business Objects.

¹¹ Geishecker, Lee. “Managing Corporate Performance: What You Need to Know.” from Gartner Symposium Itxpo, Gartner, October 2002.

Business User Needs

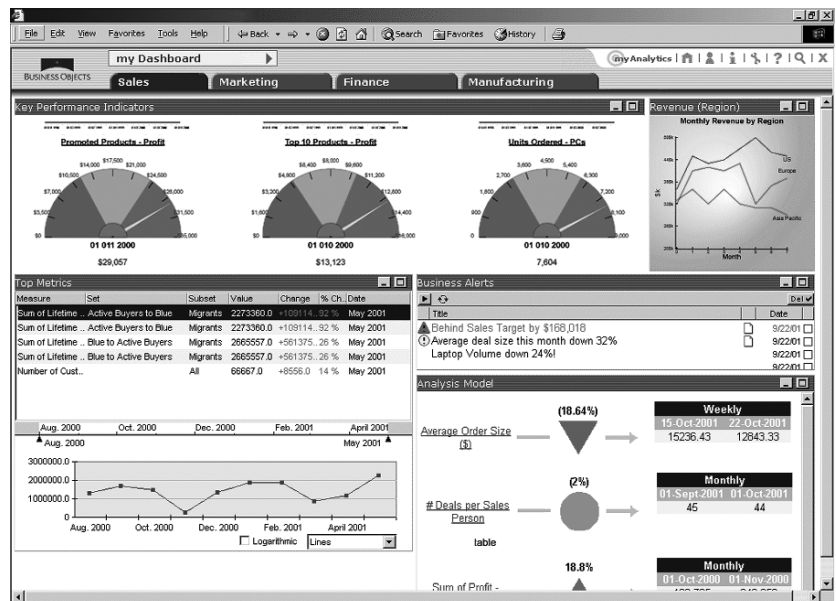
Empowered individuals—whether a C-level executive, a business manager, or an analyst—drive business. These employees want to work towards defined goals and objectives, evaluate progress, and take action to drive improvement. They can do so by working from a metrics-driven dashboard that is intuitive, personalizable, and capable of providing powerful, interactive insight.

- Intuitive
- Personalizable
- Powerful, interactive insight

Intuitive

With a broad organizational user constituency, a management dashboard must be easy to use in order to ensure user adoption. As DM Review states, “The dashboard framework must present an ‘easy-to-read’ web-enabled snapshot of the defined KPIs.”¹² The interface and layout should also facilitate rapid comprehension of key objectives – as DM Review points out, “Typical CEOs have time constraints and, at most, 90 seconds to scan new information.”¹³ Performance indicators should include crisp, clear interactive graphs and gauges that provide instinctive visualization of organizational performance. Business users should require little to no training. Instead, the dashboard should tell its own story.

■ Figure 5:
An intuitive dashboard presents business users with a console of easy to understand performance indicators that measure the pulse of the business.



12 Griffin, Jane. “Information Strategy: A Philosophical Blueprint for Building the Executive Dashboard.” DM Review, August 2002

13 Ibid.

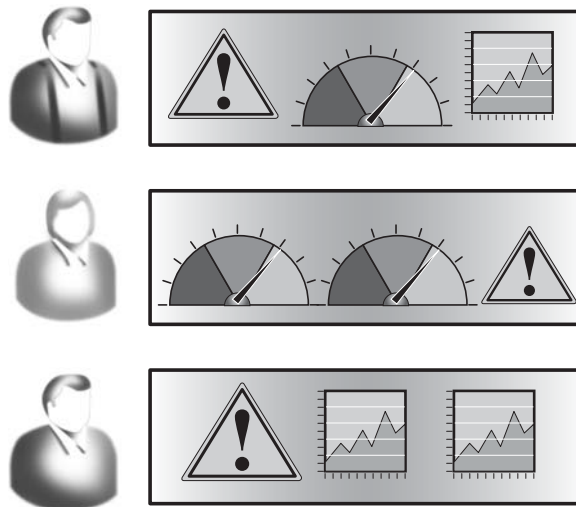
Personalizable

Business users need a personalized management dashboard that meets their operation- and function-specific requirements. Strategic and operational managers will be exposed to a combination of cross department, inter-department, and role-specific performance indicators. It is important that these users can define and select the specific metrics that they wish to track and analyze depending on their operational and functional needs. Even when there is an “official” management dashboard for the organization, users will want to fine-tune or complement their personal console to their particular needs.

For example, a vice president of customer service might be interested in viewing five to ten performance indicators that measure high-level goals, such as customer satisfaction, and more service-specific indicators, such as customer average phone queue time, call transfer frequency, or general service complaint frequency. Meanwhile, an analyst in that same customer service department has a personal dashboard that may not include the higher customer satisfaction KPIs, but includes additional metrics and analysis functionality that explore leading high-traffic issues and when customer queue bottlenecks occur.

In addition, individual users and communities of users typically have preferences on how they wish to view and display various indicators. Users will want to organize their dashboard layout based upon metric relevance and relative viewing sequence.¹⁴ They may also want to personalize chart and gauge types within the dashboard interface.

■ **Figure 6:**
Business users need a personalizable dashboard that provides the performance indicators relevant to their work. Users also need to personalize how metrics are displayed as well as the look and feel of their dashboards.



¹⁴ Russom, Philip. "Analytic Apps Meet BPM." *Intelligent Enterprise*, September 17, 2002. Copyright CMP Media LLC.

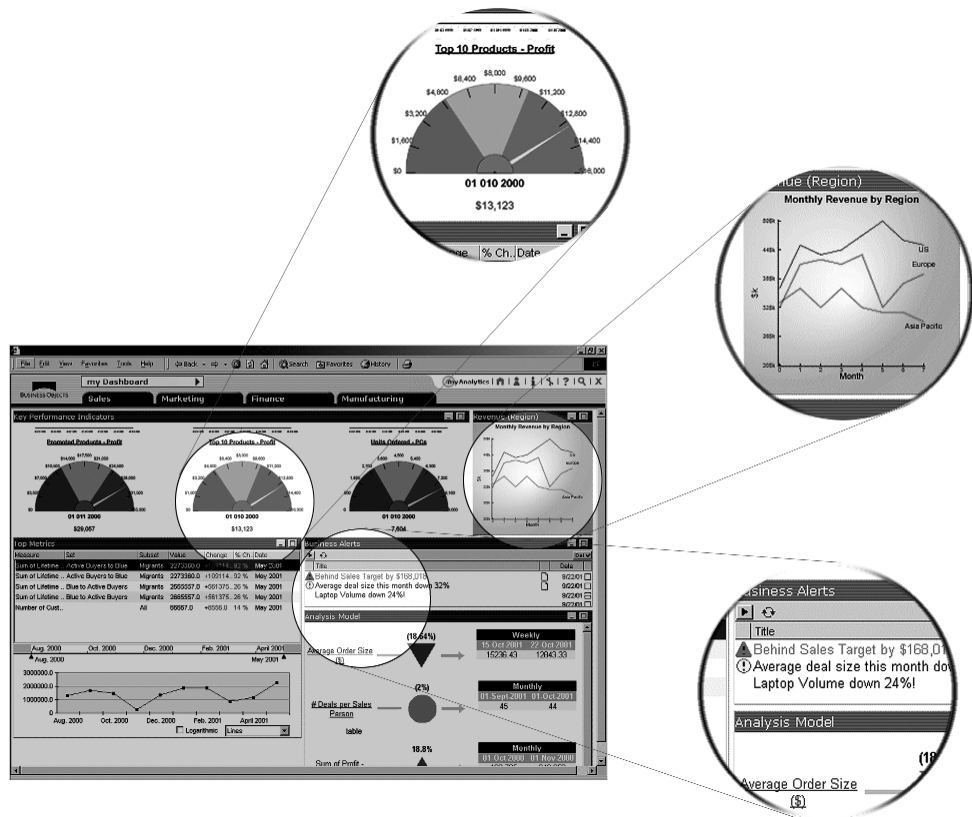
Powerful, Interactive Insight

To be effective, management dashboards must present actionable information to decision makers in a form that they can apply. Simple static reporting is not enough. To begin, dashboards need robust KPIs that communicate how the business is progressing towards defined goals. Moreover, further analysis capabilities are necessary to understand the cause-and-effect relationships driving the observed business behavior.

In defining, tracking, and analyzing performance indicators, dashboards should provide users with the following capabilities:

- Root-cause analysis – the ability to drill down on a KPI to a more detailed report revealing the underlying business activity driving the higher-level indicator output. This permits analysis of causative factors and enables corrective action.
- Time-series analysis – the ability to track and analyze key metrics over time and to identify trends and exceptions.
- Rules and alerts – the ability to track and monitor potentially thousands of business processes and receive real-time notifications when they are out of alignment. Once a notification has been received, business users can examine the irregularity, perform proactive root-cause analysis, and take corrective action.
- Predictive analysis – the ability to forecast, model, and analyze complex relationships. Predictive analysis is necessary to better understand the future impact of decisions and the key influencers of future business behaviors (e.g., churn and repeat purchase).
- Segment analysis – the ability to define, manage, and understand the behavior of business groupings such as strategic customer segments, departments, and regions. Segmentation can be used in defining metrics and in providing root-cause analysis.
- Statistical process control – the ability to monitor and track variables via control charts and statistical analysis—commonly used in quality control programs such as Six Sigma and Total Quality Management.

■ **Figure 7:**
 Dashboards need robust KPIs that communicate how the business is progressing towards defined goals. Alerts are needed to warn when business activities are out of alignment. Powerful analysis capabilities empower end users to understand the cause-and-effect relationships driving observed business behaviors so that corrective action can be taken when necessary.



When management and business demand easy access to information, it is the IT department who will build and deploy the dashboards that are key to driving organizational performance. With limited budget and tightening personnel resources, IT is looking for a low total cost of ownership way to deploy a management dashboard solution. This means that IT needs a rapidly deployable dashboard solution that maximizes the existing data infrastructure and is part of a larger enterprise BI strategy.

- Rapid deployment
- Leverage existing infrastructure
- Part of an enterprise BI strategy

Rapid Deployment

The ERP, CRM, and data warehouse deployments of the 1990s strained many IT budgets. Numerous organizations struggled through multi-year implementations with systems that, to this day, have not delivered on the promised value. Today, performance management and dashboard initiatives must show ROI in months rather than years.

Development and deployment frameworks should not require custom programming. And with a modern metrics-based dashboard building environment, application development and deployment times resources can be substantially reduced. Metrics and dashboard interface creation should be done using an easy-to-use, drag-and-drop development environment that eliminates time-consuming coding, testing, and quality control. In addition to reducing deployment times, an intuitive application-building environment should make editing performance indicators and adding new metrics easy and hassle free. This allows IT and end users to react faster to changing business requirements and gives IT more time to spend on the highest impact initiatives.

Leverage Existing Infrastructure

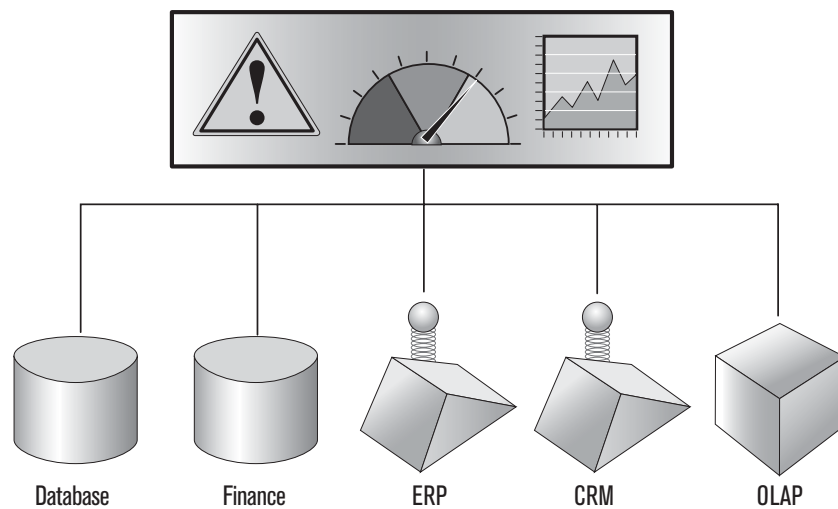
The aggressive move to use management dashboards allows organizations to leverage their existing technology investments as well as deploy a solution with a rapid ROI.¹⁵ Large enterprises have spent tens of millions of dollars in ERP, data warehouse, and enterprise software, yet still struggle to get the information they need out of those systems. Furthermore, those systems don't talk to each other. Management dashboards unleash the value within these investments. It accomplishes this by providing a comprehensive single view of management operations across these multiple systems and geographies.

15 Hovis, Gregory. "Stop Searching for Information – Monitor it with Dashboard Technology." DM Review, February 2002.

Many management dashboard applications, however, are not designed for optimal extraction of information from these various application sources. They are often vendor application specific solutions that do not provide native access to other sources or do not provide adequate cross-data source tracking and analysis capabilities. These limitations have a significant impact on dashboard data access performance. They often impact data quality and inevitably prevent true cross-organizational visibility and insight.

Fully leveraging the existing infrastructure requires direct connectivity to underlying operational data sources and data warehouses/marts. This means that IT needs multi-data source, multi-application access and integration capabilities.¹⁶ Also necessary is a common data model that can resolve complex multi-metadata definitions and provide consistent metadata and KPI definitions across all enterprise data sources.

■ *Figure 8:
IT requires a dashboard
that can unlock and
leverage the existing
investments already made
in ERP, data warehouse,
and other enterprise
software systems.*



¹⁶ Idem.

Part of an Enterprise BI Strategy

Management dashboard deployments, regardless of the particular management methodologies, need to be part of a larger enterprise BI strategy. According to Gartner:

“While the foundation of corporate performance management is a combination of methodologies, processes, and metrics tailored to an enterprise’s needs, a CPM solution will only become truly effective when it is embodied in systems. This is where BI plays a crucial role. CPM represents the strategic deployment of BI. BI applications deployed as part of a comprehensive strategy provide an environment that can effectively embed CPM in an enterprise.”¹⁷

Deploying dashboards within a larger BI strategy greatly increases IT’s chances of successfully meeting the needs of the business users and the broader organization while providing a significantly reduced TCO.

Business users consistently need to perform root-cause analysis that requires drilling from summarized KPIs to detailed transaction-based reports. But the dashboard has to be more than a visual overlay on top of a non-integrated data query tool. Without dashboard-to-enterprise BI system integration, IT experiences the headaches of trying to link metadata and query contexts between disparate and non-integrated query interfaces.

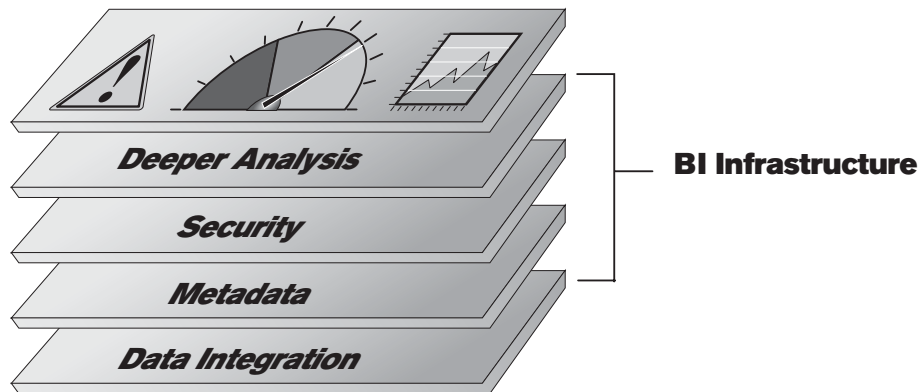
Many organizations want to deploy the dashboard in more sophisticated and intricate application contexts such as with an analytic application deployment or as an extranet that reaches beyond the corporate boundaries. According to Intelligent Enterprise, synergies between management dashboards and analytic apps lead to improvements in both. Analytic apps, which historically acted just as a moderately structured “bucket of reports,” achieve greater usability and relevance when performance management guides their construction. And performance management’s “tedious and time-consuming tasks of data gathering and metrics calculation become quick and facile, leaving time for greater insight, when automated via an analytic app and its BI platform.”¹⁸ Having an integrated dashboard strategy and enterprise BI system also allows IT to deliver dashboards that meet the obligatory demands of an extranet deployment. These include rigorous security, customization, 24x7 reliability, and scalability to tens of thousands of users.

¹⁷ Rayner, Nigel. “CPM: A Strategic Deployment of BI Applications.” Gartner, May 2002.

¹⁸ Russom, Philip. “Analytic Apps Meet BPM.” Intelligent Enterprise, September 17, 2002. Copyright CMP Media LLC.

Dashboard deployments can greatly reduce TCO if they are integrated with an enterprise BI deployment. Besides the end-user facing metrics, reports, and alerts, BI and dashboard deployments share back-end technologies such as data integration, metadata, central administration, and security. This range of features results in reduced training and maintenance requirements, less report development, and fewer software purchases.

■ **Figure 9:**
Deploying dashboards with an enterprise BI strategy and infrastructure greatly increases IT's chances of successfully meeting the needs of the users and the broader organization while providing a significantly reduced TCO.



Conclusion

As Intelligent Enterprise summarizes, “Organizations need to understand, optimize, and align their business and processes to ensure they reach stated goals by leveraging information and analytics.”¹⁹ And whether organizations choose to widely implement enterprise performance management or focus on more tactical-oriented initiatives, it is management dashboards that enable organizations to more effectively align their business strategy with execution.

Organizations interested in dashboards can enable performance management by meeting the necessary dashboard requirements of all the company constituencies. The dashboard must be able to drive organizational alignment, visibility, and collaboration across the extended enterprise. Empowered business users need an intuitive, personalizable dashboard that delivers powerful, interactive insight. IT requires a rapidly deployable dashboard solution that maximizes the existing data infrastructure, is part of a larger enterprise BI strategy, and helps to lower TCO.

Once management and IT have effectively deployed dashboards and implemented performance management, they will find objectives easier to monitor, manage, and improve. This, in turn, will allow the organization to strive towards even higher performance goals. As Intelligent Enterprise states, “Business performance management becomes an upward spiral that enables a corporation to set ever-higher performance goals that can be attained realistically, predictably, and confidently.”²⁰

¹⁹ Smith, Mark. "Business Planning or Business Performance Management?" Intelligent Enterprise, September 24, 2002. Copyright CMP Media LLC.
²⁰ Russom, Philip. "Five Easy Pieces." Intelligent Enterprise, October 8, 2002. Copyright CMP Media LLC.

About Business Objects

Business Objects, the world's leading provider of business intelligence (BI) solutions, is helping customers enable performance management by defining, tracking, and analyzing key performance indicators using management dashboards. For many years, enterprise customers have been using dashboards built on Business Objects technology to access, analyze, and share information from multiple sources and departments.

With BusinessObjects Dashboard Manager and BusinessObjects Application Foundation, customers can add additional analytic capabilities and create more sophisticated dashboard representations of their business. Customers worldwide are building management dashboards and applications that go beyond a simple visual display of information to measure key business metrics and track overall organizational performance. Case samples of companies successfully deploying management dashboards can be found in Appendix A.

Dashboards, scorecards, and applications built from Dashboard Manager and Application Foundation enable enterprise performance management (EPM) as well as specific methodologies such as Balanced Scorecard (BSC) and Six Sigma. They can also be used to build dashboards that support custom management initiatives.

Business Objects has more than 16,500 customers in over 80 countries. The company's products include data integration tools, the industry's leading integrated business intelligence platform, and a suite of enterprise analytic applications. Business Objects is the first to offer a complete BI solution that is composed of best-of-breed components, giving organizations the means to deploy end-to-end BI to the enterprise—from data extraction to analytic applications.

Appendix A

Case samples of companies successfully deploying management dashboards:

Ingram Micro Inc. has built a management dashboard, using Business Objects technology, which allows executive management, sales, and marketing managers to track and analyze customer and web site activity KPIs on a daily basis. The dashboard combines clickstream, sales, customer feedback, and infrastructure data into one robust intuitive console. Ingram executives view the project as a critical application that will allow them to identify revenue growth opportunities, improve customer relationships and one-to-one marketing, and maximize their internal operational efficiency.

Lands' End used BusinessObjects Application Foundation to build a customized dashboard to monitor merchandise and inventory levels, including seasonal flow, and to send early alerts when items are selling faster than expected, enabling managers to take action much sooner than previously possible. Detail reports allow managers to focus on anomalies that were previously buried in inches of green bar reports allowing them to take actions effecting supply and demand. In addition, Lands' End uses BusinessObjects Analytics to monitor information related to catalog and internet sales, track merchandise levels, and assist in analyzing large volumes of customer behavior data. Preliminary work has also begun on a new project that tracks, analyzes, and optimizes customer lifetime value.

MasterCard International is using BusinessObjects Application Foundation to build a management dashboard that allows MasterCard executives to track KPIs across their diverse lines of business. MasterCard also offers its member banks and financial services institutions an extranet application called Business Performance Intelligence, which gives customers a single view of all operation performance statistics to better streamline their business systems and improve profitability. For example, member banks can analyze operational data to see how quickly they are authorizing charges and how much fraud they are experiencing.

Sanoma Magazines Belgium, (formerly Mediaxis), which publishes 20 magazines and produces several television shows airing in the Belgian market, has created several management dashboards using BusinessObjects Application Foundation and BusinessObjects Analytics. The dashboards help managers at Sanoma increase profitability and market share by providing insight into all the key factors that Sanoma managers need to consider each day. Managers monitor and analyze metrics related to product pricing and promotions, compare actual sales performance to plan, and closely monitor high revenue customer purchasing behavior. This allows the organization to take action to help the business, such as changing pricing and promotions, targeting high-value prospects with the greatest chance of success, and in building customer lifetime value.

TruServ is using BusinessObjects Application Foundation to create dashboards that enable managers to track and analyze business metrics in order to improve customer relationships, cut costs, and increase sales. In addition, hundreds of employees will use Business Objects technology to access, analyze, and share the latest business data on sales, marketing, logistics and inventory. For example, TruServ can manage price and price elasticity with advertising promotions by tracking customer response to promotions geographically so that products being promoted can be transferred to the company's distribution centers in the regions where the promotion has been most successful. This prevents unproductive inventory from sitting in warehouses.

The Doctors Company (TDC), the first national physician-owned medical malpractice insurer with more than 20,000 policy holders in the U.S., will use analytics from Business Objects to track and analyze performance metrics, perform risk analysis, and monitor geographic and competitive related environmental changes. The custom application will also use time series analysis to examine historical claims information and track metrics over time in order to better understand changing value.

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