



Focus Workshop 'Management Reporting / Management Information Management' at the SAP Switzerland offices, Regensdorf/Zurich, 3-4 May 2006,

- Welcome, Objectives of the Meeting, Agenda -

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- ▶ **CFO adviser and Chief Solution Architect, Business Solutions Architects Group at SAP EMEA**
- ▶ **Author, lecturer and trainer in enterprise management, finance transformation, and innovation and entrepreneurship**

Career background:

- ▶ CFO in a mid-sized German company before joining SAP in 1992
- ▶ Five years in SAP's field organization in Germany and Europe: sales, consulting, product management with the focus on financials and enterprise management
- ▶ Five years in SAP's product development: Product Manager SAP R/3 EC and Strategic Enterprise Management (SEM), Program Director for mySAP Financials
- ▶ Since 2002: advising CFOs, and finance professionals of European companies - current focus on finance transformation & enterprise performance management
- ▶ Frequently publishing and speaking on enterprise management, finance transformation and other management topics; author of the books "Intangible Assets and Value Creation" (2003) and "Beyond Budgeting" (2005) - more at <http://www.juergendaum.com>

About the Focus Workshops of the SAP Finance Best Practice Network

- **The Focus Workshops are member driven workshops – in addition to the formal network meetings (Finance Best Practice Workshops and CFO Roundtables) and organized by the SAP Business Solutions Architects Group (BSAG)**
- **The objective is to allow the topic owners/project managers of the member companies to explore topics in more detail and to exchange ideas, experiences and lessons learned.**
- **The selection of workshop topics is based on the input and request of member companies.**
- **2 people max. from each company are allowed to participate in order to not exceed a total number of 15 participants per Focus Workshop.**
- **Active contribution is expected from all participants.**
- **Focus Workshops are usually hosted by one of the member companies.**
- **Where appropriate, a Focus Workshop may include also a site visit (e.g. to a Shared Services Centre) and contribution from additional experts from SAP or third parties.**

“Scorecards” or “dashboards”, which are pulling together financial and non-financial information in a systematic way, are meeting the demand of today’s managers better than the traditional, purely financials-based reporting approach. The aim is to provide a broader view across financial, operational and strategic key indicators in order to help managers to detect problem areas fast and to support them to effectively and efficiently steer their business/area of responsibility.

Yet most organizations still struggle to conceive, implement and use “KPI-based” management reports/ scorecards / dashboards – despite the many new options information technology is providing. Various reasons exist for this. Some examples:

- Organizations and managers do not yet dispose of the concepts to structure management information and to define the right measures - resulting often at the same time in an “information overload” and in the lack of critical information.
- Basic (financial) management reporting is not yet well organized (in terms of data and information flow, organizational concepts, common IT infrastructure etc.) and is tying up too much resources that are not available to improve reporting beyond the traditional financial framework.
- Improving reporting and the underlying “data management” is primarily regarded as an IT task and is handled from a technical perspective only – lacking important insights for effective “management information management”

Objective of the workshop:

This Focus Workshop should allow participants to exchange ideas, experiences and lessons learned around the topics/questions:

- **What is best practice in “management information management” (selection, structuring of management information and concept for management reporting)?**
- **How to conceive and use dashboards / reporting self services for effective and efficient management reporting?**
- **How to organize management reporting in a large organization? How to structure and manage management information in a large organization?**
- **How to make best use of information technology – specifically of SAP BW? How to design an effective and efficient information system landscape?**
- **How is the management reporting project linked with other change projects in the organization (e.g. planning&forecasting, financial and management consolidation...)**
- **How to organize and manage the project? What is best practice here?**

10:00 Welcome / Objective of the Meeting / Introduction to the workshop topic
Juergen Daum, SAP

10:30 Introduction of the participating companies and their projects (each 5-8 min)

11:15 Break

Workshop block I: Selection of KPI's, 'Management Information Management'

Presentations from some of the participating companies on KPI-based reporting

- Objective of KPI-based reporting
 - Which approach for selecting KPI's/defining scorecards has been applied
 - Results, experiences and lessons learned + open questions and challenges
- ➔ presentation of solutions and/or of challenges/open questions

11:45 Intro (*Juergen Daum, SAP*)

11:50 Selection of KPI's / Management Information Management at Barclays
Mark Thomas., Barclays

12:20 Selection of KPI's / Management Information Management at British Petrol
Mark Pantley, BP

13:00 Lunch break

Workshop block I: Selection of KPI's, 'Management Information Management'

14:00 Discussion / working groups around the topic "KPI-based reporting"

15:30 Break

Workshop block II: Dashboards: design + management in a larger organization

Short presentations from some of the participating companies on dashboards:

- Objective of dashboard implementation
- Design of dashboards
- Distribution of dashboards / management of dashboards in a larger organization
- presentation of solutions and/or of challenges/open questions

16:00 Intro (*Juergen Daum, SAP*)

16:05 Dashboards at Roche Pharma
Gunther Wiegand + Harry Shivdat , Roche Pharma

16:45 Discussion / working groups around the topic "dashboards"

18:30 Final plenum discussion of day 1

19:00 End of workshop day 1

19:30 Dinner

08:15 The value driver tree concept for management reporting at Allianz

Tobias Maier, Allianz

08:45 Recap of day I - Feedback from the participants / discussion of:

- What are similarities / differences in the KPI-based reporting / dashboard strategies of the participating companies? Why? What are advantages / disadvantages of the different approaches
- Lessons learned
- Open questions

Moderation: Juergen Daum, SAP

Workshop block III: Information System Architecture / How to best use SAP BW

09:15 Use of SAP BW at Merck for (Management) Reporting

Michael Motz, Merck

10:00 Use of SAP BW at Barclays for (Management) Reporting

Paul Maddocks + Trevor Bailey, Barclays

10:30 Break

11:00 Tips & Tricks in how to best use SAP BW for company-wide management reporting

- experiences from European SAP BW installations

Joachim Mette, BW/NW RIG EMEA, SAP

12:00 Time for discussion around the topic “information system architecture for management reporting” and “how to best use SAP BW”

13:00 Lunch break

Workshop block III: Information System Architecture / How to best use SAP BW

13:45 The role of business architecture in designing effective information system landscapes – a proposal for a new approach
Ralf Moser, BSAG, SAP

14:30 Break

Summary and final discussion:

15:00 Feedback from the participants / discussion of:

- How is the management reporting project linked with other change projects in the organization? What are the implications?
- How to organize and manage the implementation project?
- Lessons learned
- (Other) open questions
- Feedback about workshop
- Topics for future Focus Workshops

Moderation: Juergen H. Daum

16:00 End of workshop

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