

Success Focus: What Makes Performance Management Work

iBusiness Solutions has been leading people to make wise decisions for eight years by delivering applications that have gone by names like business intelligence, dashboards, and enterprise performance management. Regardless of the name you use or the database and business intelligence technologies you use, the underlying success factors are the same. As much as this industry and your industry changes, the underlying success factors continue to remain the same. So, what does make performance management work? At iBusiness Solutions, we talk about two key concepts and three steps for a successful performance management application.

Two Key Concepts for Performance Management Applications

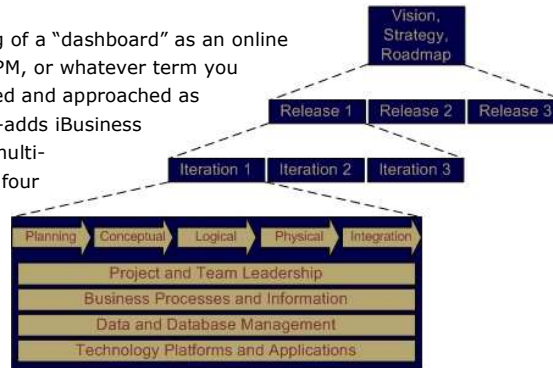
1. Dream Big

Most of the factors that make an enterprise performance management (EPM) application successful are technology independent. We have proven this technology-independence over the years through EPM applications that use technologies ranging from Oracle-Hyperion and Cognos to Crystal Reports and Microsoft Excel. The lesson here is to not be constrained by your current technology or your current understanding of that technology. Rather than thinking in terms of what you believe the technology can do, think in terms of what you need to make wise decisions and meet your business objectives. EPM applications can add value from the Call Center to the Board Room, so dream big, but understand why you are doing what you are doing.

2. Think Application

Too often we see organizations thinking of a "dashboard" as an online version of a report. Dashboards, BI, EPM, or whatever term you use are applications and must be treated and approached as applications. One of the primary value-adds iBusiness Solutions brings to this process is our multi-disciplinary approach, which addresses four interrelated disciplines in an iterative fashion: 1) People, 2) Processes, 3) Data, and 4) Technology.

In next quarter's newsletter, we will discuss the three steps for a successful EPM application.



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(PDF version of newsletter)



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Newsletter Spotlight

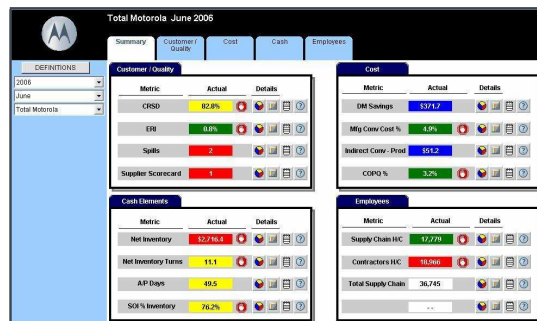
Are you consulting material? Looking for a new career opportunity? We are in the process of adding consultants as well as expanding our portfolio of independent consultants to be used on an as-needed basis. If you are interested and would like more details, please [email](#) or call Tim Brands at 612-730-7404.

Client Focus: Supply Chain and Executive Dashboards at Motorola

One of our recent successes has been supporting the C-suite executives at Motorola with a performance management application that provides access to key performance indicators (KPIs). The business benefits realized by Motorola executives include:

- Ability for the CEO and direct reports to view KPIs across business units within a single dashboard application with weekly frequency
- Ability to quickly identify which lines of business are meeting, exceeding, or not meeting plan
- Ability to collaborate with peers by allowing users to enter comments that the application writes back to an Oracle database
- Ability to view both financial data (stored in Hyperion Essbase) and operational data (stored in Oracle)
- Ability to see stoplighting on KPIs, variances to plan, and drill to detail to show trends by time and business units

This initiative began with an extremely aggressive timeline in order to deliver something of value very quickly. This iterative approach allowed lessons learned regarding business requirements, data quality, data availability, and database structures to be fed back into the requirements and design process for subsequent iterations. As the project continued, more and more time was allocated in each iteration to interacting with the business users, dashboard design, and testing the application prior to deployment. The increased time spent in each of these areas resulted in a more optimal dashboard with a cleaner user interface and a higher quality application.



Taking an iterative approach right from the start sets expectations with the business community that they can request more enhancements to the application. Future targeted enhancements for this application include:

- Incorporating more frequently updated data
- Soliciting and incorporating more user feedback
- Integrate additional data sources
- Introduce enhanced visuals with a more stylish design

At iBusiness Solutions, we utilize an Agile approach to our clients' projects by prioritizing business needs and iteratively delivering more and more dashboard functionality and quality data to add an increasingly amount of value, visibility, and accountability to the business.

We invite you to visit our website to [download](#) a full presentation of the Motorola application. Please [email](#) or call Tim Brands at 612-730-7404 to discuss how performance management can add value to your business.