

SAP® BusinessObjects™
PORTFOLIO

SOLUTIONS TO BRIDGE
THE GAP BETWEEN STRATEGY
AND EXECUTION



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SAP® BusinessObjects™ PORTFOLIO

STRATEGIC ALIGNMENT, PREDICTABLE PERFORMANCE, CONFIDENT DECISIONS

Our Goal: Fixing the Disconnect

Our goal in building the SAP® BusinessObjects™ portfolio is to help organizations overcome a major challenge experienced by nearly every business today: the disconnect between making decisions and executing them. This disconnect inhibits growth, and only the few companies that overcome it can gain real competitive advantage.

Today, surveys say that 9 out of 10 organizations fail to implement their strategy. The reasons are well known. Executives who are disconnected from the realities facing operational units are forced to make strategic decisions without a clear view of what is happening on the front line. Employees who don't understand the strategic direction struggle to align their day-to-day activities with that strategy.

The primary goal of the SAP BusinessObjects portfolio is to help organizations bridge this gap between strategy and execution and optimize their business performance.

Optimizing Business Performance

The SAP BusinessObjects portfolio offers a threefold approach.

First, it brings strategic and tactical decision making closer together, so that the worlds of strategy and execution are synchronized, not disconnected. We call this **strategic alignment**.

Second, it helps ensure that for all decisions, big or small, we have a way of identifying the best opportunities and balancing them with any associated risks. We call this achieving **predictable performance**.

Third, it facilitates a multidirectional flow of information, creating an environment where everyone can make **confident decisions** knowing his or her role in the "big picture."

Best Practices

So how can organizations achieve strategic alignment, predictable performance, and confident decisions? Based on our work with many best-in-class customers, we have identified three best practices for achieving those goals:

- Ensure trusted information – Confirm that the information that you have is accurate and that IT, finance, and the business all believe that to be the case.
- Proactively manage risk – Ensure that you're running risk-adjusted business processes throughout the organization and making decisions in the context of how risks impact strategy.

- Create enterprise visibility – Ensure that people understand their information in the context of the bigger picture, sharing information and decisions across the organization.

The Solutions

How does the SAP BusinessObjects portfolio help you execute those best practices? The answer lies in the five main solution areas that comprise the portfolio:

- Enterprise information management (EIM) solutions – Providing the information foundation, where we tackle the “information chaos” and turn raw data into trusted information
- Business intelligence (BI) solutions – Delivering that information to business users when, where, and how they need it, for decision making
- Enterprise performance management (EPM) solutions – Managing the performance of the organization, from the

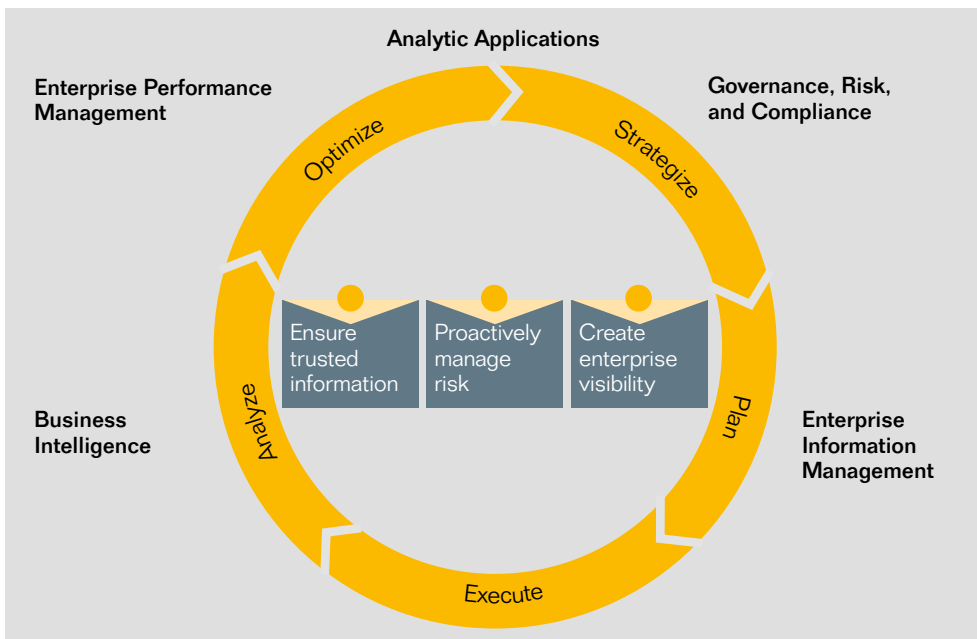


Figure 1: Primary Solution Sets Within the SAP® BusinessObjects™ Portfolio



budget to the strategy, and connecting the organization to that strategy

- Governance, risk, and compliance (GRC) solutions – Making sure that all decisions are in compliance with internal and external rules, and managing risk alongside the strategy
- Analytic applications – Building industry-specific software on top of the rest of the SAP BusinessObjects portfolio, designed to address discrete business needs

Take a closer look at these offerings in the following pages.

ENTERPRISE INFORMATION MANAGEMENT

THE INFORMATION FOUNDATION

Enterprise information management, providing the information foundation, is critical to the success of all business initiatives. A successful EIM strategy helps companies optimize performance by providing users and business processes with trusted information that is complete, accurate, and always accessible. EIM has the following four major parts.

Data Integration and Data Quality Management

Data integration – or the extract, transform, and load (ETL) process – lies at the heart of any EIM project. It's about bringing data together from multiple systems, combining and transforming it, and putting it into a new data store often designed and optimized for business intelligence. Its companion, data quality management, finds and resolves quality issues at multiple points in the organization: at the point of data capture, inside legacy and operational systems, or right inside the ETL process, helping to prevent bad data from impacting the data warehouse.

Data Federation

As a complement to ETL, data federation aggregates data in real time, in memory, creating virtual tables that in turn power your business users' queries. This provides a significant improvement in performance when combining data sources in an analysis tool.

It is also extremely valuable when IT needs to model the kinds of information the business users think they want, using the results to plan or improve the design of a physical data warehouse.

Metadata Management

Metadata management helps define a single version of the truth for information. Combining metadata within BI and operational systems as well as modeling tools such as CA ERwin enables an end-to-end view of data across the whole data environment. That means that an end user can “look down” from a report and see exactly where the data came from (encouraging trust), and an IT user can “look up” and see the impact on reports and end users of changing tables and columns in the database.

Text Analysis

Complementing data tools, text analysis allows a 360-degree analytical view of corporate information, tying together structured and unstructured data. Starting from raw text (in documents, notes fields, or online), text analysis parses text in multiple languages, extracts meaning, and introduces structure, allowing analysis and insight. That enables sentiment, mood, or satisfaction analysis to complement traditional database analysis.

Products

EIM products include:

- SAP BusinessObjects Operational EIM package
 - SAP BusinessObjects Data Services, SAP BusinessObjects Data Integrator, and SAP BusinessObjects Data Quality Management software
 - SAP BusinessObjects Metadata Management software
- SAP BusinessObjects Analytical EIM package includes all of the above and:
 - SAP BusinessObjects Data Federator software
 - SAP BusinessObjects Rapid Marts® packages
- SAP BusinessObjects Text Analysis software

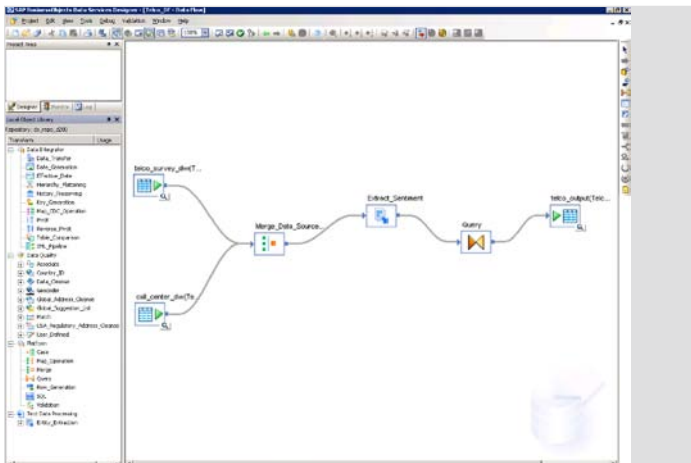


Figure 2: Handling Complex Data Operations Through a Visual Interface

BUSINESS INTELLIGENCE

DELIVERING INFORMATION FOR DECISION MAKING

Once your organization has a solid information foundation with one version of the truth for the whole enterprise, you can deliver business intelligence. BI is critical for business users who use information to make decisions in their daily work. There are different paradigms here, based on how those individual users access and interact with the information.

Reporting

The first paradigm is reporting, where a report designer (in IT or in the business) creates standard reports that are shared with business users when and where they need them. A single report can gather data from a huge range of sources, format it precisely, filter it, and deliver it to users in a browser, in a Microsoft PowerPoint presentation, or via a number of other media.

Interactive Analysis

Interactive analysis offers a self-service option to business users, allowing them to ask and answer their own questions using an intuitive interface, without the need for IT intervention. This not only promotes greater use of trusted information for making confident decisions but also helps reduce the burden on IT to deliver new reports.

Dashboards and Visualization

Dashboards and visualization are popular because of their simplicity, helping spread the use of business intelligence among more users. Dashboards provide a snapshot into the essential numbers such as key performance indicators, giving users an intuitive and attractive interface to corporate information, with the added bonus of allowing interactive, what-if modeling.

Data Exploration

Data exploration strives to make information access more broadly available through a “no training needed” interface. Starting with a search, users are then guided through their data by the product, so they can answer questions and gain insight. Data sets and visualization techniques (such as pie charts, bar charts, bubble charts, or tag clouds) are automatically adapted based on the information being viewed.

Advanced Analytics

Traditional business intelligence is about understanding past and present performance. That’s essential, but it’s equally important to be able to predict future performance to help with both decision making and business

planning. The predictive technology inside advanced analytics provides that, making it easier to find trends and outliers, create forecasts, and more.

Delivery Options

All of these BI paradigms are supported by a single information infrastructure that keeps everything working behind the scenes. While looking after the security, collaboration, scalability, and stability, it also delivers huge amounts of personalized information to thousands of users – on the desktop in the form of widgets, inside Microsoft Office tools like PowerPoint, and to mobile devices.

Furthermore, the BI solutions are also available on demand, either on top of existing software-as-a-service applications such as Salesforce.com or via www.ondemand.com. These solutions support the ability to create and host data marts in the cloud and then perform analysis on top of those marts. What's more, the on-demand BI can "talk to" the on-premise BI, allowing different departments or lines of business with different needs to mix and match. There is also special packaging available for small businesses and midsize enterprises.

Products

BI products include:

- SAP BusinessObjects BI package
 - SAP BusinessObjects Enterprise software
 - SAP BusinessObjects Web Intelligence® software
 - SAP Crystal Reports® software
 - SAP BusinessObjects Xcelsius® Enterprise software
 - SAP BusinessObjects Explorer software
 - SAP BusinessObjects Voyager software
- SAP BusinessObjects Explorer, accelerated version
- SAP BusinessObjects Predictive Workbench software by IBM
- SAP BusinessObjects BI OnDemand solution
- SAP BusinessObjects Edge BI software

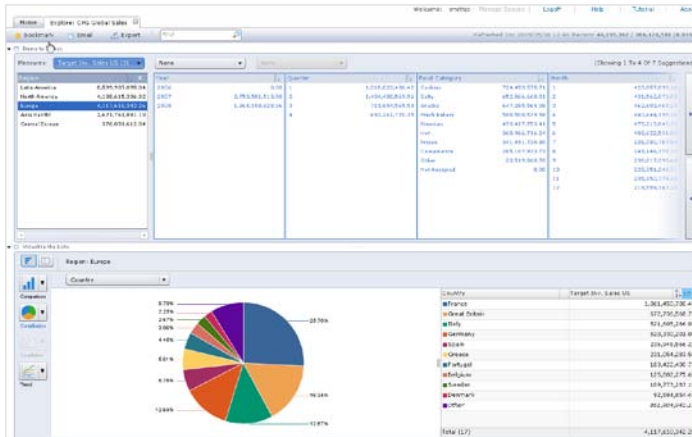


Figure 3: Encouraging Broader Use of Business Information with Intuitive Business Intelligence Software

ENTERPRISE PERFORMANCE MANAGEMENT

IMPROVING EFFECTIVENESS AND CONTROLLING PERFORMANCE



The third part of the portfolio is enterprise performance management. Building upon the areas of EIM and BI, EPM helps business users focus on improved effectiveness and performance control throughout the organization, whether the focus is strategic, financial, or operational in nature. This goes beyond core financial processes like consolidation and planning and extends into the operations and lines of business, supporting closed-loop performance management processes.

Strategy Management

Strategy management focuses on defining, communicating, and collaborating on business strategy. It should empower business users at all levels to rapidly align resources to execute on strategies while also understanding the risks involved. Goal synchronization and custom-designed communications drive

user adoption of strategy across the enterprise. Live operational reviews help ensure alignment with goals while managing resources and exceptions.

Business Planning

A crucial part of managing the performance of the business is streamlining the bottom-up and top-down planning process, which includes budgeting and forecasting. Too much of this happens today in disconnected spreadsheets, making it hard to align the planning process with both strategy and execution. Coordinated business planning helps improve budget cycle times by allowing users to continue working in familiar, native Microsoft Excel or via a user-friendly Web interface, while accessing a central source of the truth for the business plans.

Financial Consolidation

Another area where large organizations struggle to perform is in preparing the financial close, even though it's something most organizations do on at least a quarterly basis. Centralized financial consolidation increases the speed, processing power, agility, and breadth of analysis needed to complete financial consolidation and reporting cycles faster. It is also important to support standard requirements such as GAAP and International Financial Reporting Standards (IFRS) and to handle the complexity of intercompany reconciliation for large organizations or groups.

Profitability and Cost Management

With every closed-loop process, it's important to learn from your performance and optimize for the future. At the heart of profitability and cost management is an activity-based costing model. This enables very granular measurement of the costs and profitability of customers, products, channels, and any other dimension of your business, helping you to zero in to control costs or to prioritize profitability over revenue growth as needed. It can also identify which products, suppliers, or customers are the most profitable or calculate costs for charging IT services to the rest of the organization.

Operational Performance Management

Performance management is typically associated with the office of finance. While this is an essential part of managing performance, the closed-loop management process supports much more. Today, applications are emerging that allow other parts of the business – such as procurement or the supply chain – to improve their effectiveness and performance control. In procurement, this provides full visibility into direct and indirect spend and helps to proactively identify cost-saving opportunities and supplier risk. For the supply chain, performance management helps companies measurably improve effectiveness for more responsive supply chain networks and improved cost control.

Products

EPM applications include:

- SAP BusinessObjects Strategy Management
 - SAP BusinessObjects Edge Strategy Management
- SAP BusinessObjects Planning and Consolidation
 - SAP BusinessObjects Edge Planning and Consolidation
- SAP BusinessObjects Intercompany
- SAP BusinessObjects Financial Consolidation
- SAP BusinessObjects Profitability and Cost Management
- SAP BusinessObjects Financial Information Management
- SAP BusinessObjects Spend Performance Management
- SAP BusinessObjects Supply Chain Performance Management

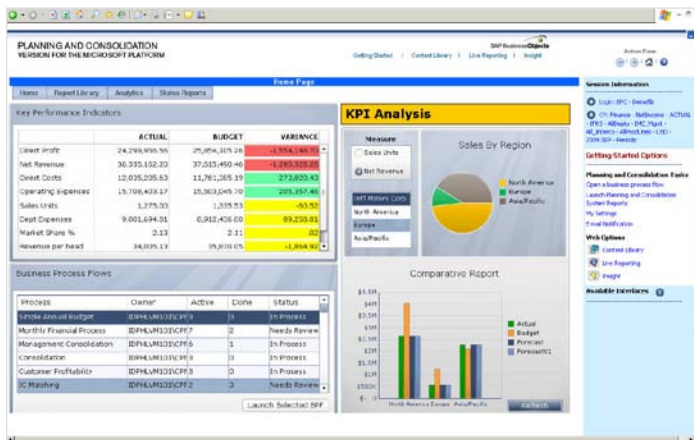


Figure 4: Navigating from a Summary of Performance into Detailed Business Plans

GOVERNANCE, RISK, AND COMPLIANCE

BALANCING RISK AND OPPORTUNITY



One challenge in tackling governance, risk, and compliance issues at an enterprise level is that they affect so many business functions – such as risk management, internal audit, security, and tax and policy compliance. That can lead to organizational and process silos, high costs – and ironically, risks.

GRC solutions provide organizations with a preventative, real-time approach to balancing risk and opportunity and effectively managing risk and regulatory compliance across departments and borders. With a common approach to risk and compliance initiatives and continuous monitoring, business conditions can be fully understood, risks can be anticipated and managed, alternative courses of action can be modeled, and decisions can be improved.

Compliance rationalization, automation of manual activities, and prepopulated line-of-business and industry-specific content enable costs to be reduced and resources used more effectively.

Access Management

Access control is often a place where companies start their GRC journey, making sure that people can access only the information and systems they are entitled to and also don't run into segregation of duties issues (for example, someone approving his or her own expenses). It should continuously protect information and prevent fraud while minimizing the time and cost of compliance.

Compliance and Policy Management

As organizations automate the monitoring of access management, compliance and policy management is a logical follow-on step. Users don't want to be told about every step of every process but only about exceptions and violations, so they can detect possible fraud or abuse early on (for example, shipments made without proper sales documents). This is only possible with an application that delivers cross-system visibility and a unified repository of compliance information for efficient multi-initiative management.

Risk Management

For a while GRC seemed to be all about regulatory compliance. That's still important, but there is now a rising focus on managing risk. That is driven partly by the economic events of recent years and partly by increases in the importance of enterprise risk management, or ERM (for example, Standard & Poor's decision to factor ERM into its credit scoring). Understanding risk is important when defining strategy, and having cross-enterprise transparency of risks in business context can help to deliver stronger corporate governance across key business processes.

Global Trade Services

Compliance also plays a role when doing business internationally. This includes making sure new suppliers have been screened for compliance with the approved supplier list or that the required export licenses for regulated goods are provided. A typical cross-border shipment can involve filing about 35 documents, and there may be up to 600 laws and 500 constantly changing trade agreements to consider. By automating many of these processes, companies can streamline complex import and export processes and compliance checks, help ensure expedited customs clearance, and use automation and e-filing to optimize trade for lowest risk and minimal cost.

Sustainability Performance Management

For many companies, "sustainability" has already progressed beyond a "nice to have" driven by altruistic motives. It is now central to being a best-run business and as such must be treated like any other part of the business, requiring its own performance management (for example, tracking carbon footprints or water consumption). To enable that, the methodologies and technology of

EPM and GRC are applied to make it easier to use sustainability to gain competitive advantage.

- SAP BusinessObjects Sustainability Performance Management
- SAP Environment, Health, and Safety Management

Products

GRC applications include:

- SAP BusinessObjects Risk Management
- SAP BusinessObjects Access Control
- SAP BusinessObjects Process Control
- SAP BusinessObjects Global Trade Services

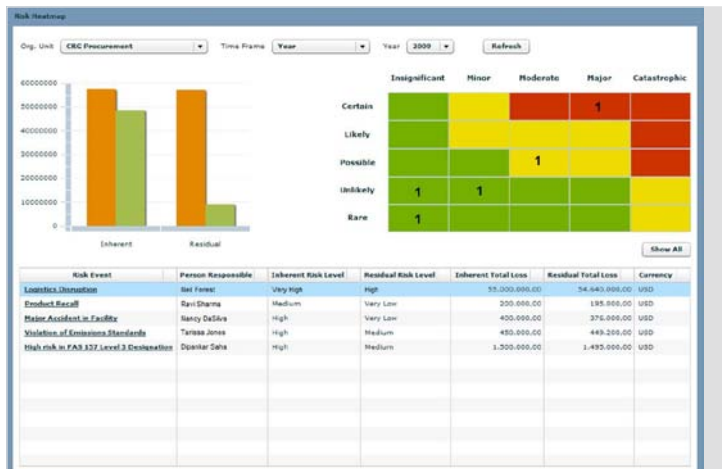


Figure 5: Tracking and Managing Key Risk Indicators Across the Enterprise

ANALYTIC APPLICATIONS

MEETING INDUSTRY-SPECIFIC REQUIREMENTS WITH BEST PRACTICES



Figure 6: Applications with Role-Specific Interfaces That Combine Data from Any Source

Our comprehensive, purpose-built applications are designed to address your critical industry-specific business needs. These applications combine SAP BusinessObjects software with industry-specific frameworks and visualizations to help ensure rapid deployment in any vendor environment.

SAP BusinessObjects analytic applications are designed to be extensible so they can be adapted to meet your specific needs. These proven solutions are rich with functionality to support best practices, based on knowledge gained from our years of industry experience. Examples include these applications:

- SAP BusinessObjects Quality Management for Healthcare
- SAP BusinessObjects Planning and Consolidation for Healthcare
- SAP BusinessObjects Sales Analysis for Retail
- SAP BusinessObjects Enterprise Risk Reporting for Banking
- SAP BusinessObjects Planning and Consolidation for Banking
- SAP BusinessObjects Planning and Consolidation for Public Sector
- SAP BusinessObjects On-Shelf Availability Analysis
- SAP BusinessObjects Trade Promotion Effectiveness Analysis
- SAP BusinessObjects Customer Analysis and Retention for Telecommunications
- SAP BusinessObjects Readiness Assessment for Defense & Security

SERVICES

SUPPORTING YOU IN GETTING THE MOST FROM YOUR SOLUTIONS

To complement the SAP BusinessObjects solution portfolio, we offer a set of tailored services to give you the support you need to manage risk and make informed decisions. Our services also help you align strategy and execution, improve performance, leverage the value that our solutions can generate, and maximize return on your IT investments.

Delivering Critical Services

In working with us, you gain the knowledge and support you need to quickly plan and implement the solutions mentioned above:

- Enterprise information management – Providing you with the business processes that can help users accurately and com-

The services supporting SAP BusinessObjects solutions are delivered by proven experts with global experience who can assist you in planning, assessment, and implementation of your solutions to meet your strategic objectives.

prehensively gather, cleanse, integrate, manage, and govern the trusted information used across the enterprise

- Business intelligence – Helping you quickly and cost-effectively enhance your strategies for information delivery, assisting you in identifying key performance drivers, providing – via clear visual contexts – fully integrated and reliable data, and offering the functionality required to gain the type of business insight that can improve and integrate decision making
- Enterprise performance management – Supporting organizational initiatives to develop and implement EPM solutions, and helping you optimize performance by translating business strategies into operational objectives and metrics
- Governance, risk, and compliance – Providing expert guidance in using GRC solutions to establish effective governance, manage related risks, and meet regulatory requirements – today and in the uncertain market and economic environments of tomorrow

NEXT STEPS

LEVERAGING INNOVATION AND SUPPORT FOR BEST PRACTICES

Check Out the Latest Innovation

In addition to the ongoing innovation within the SAP BusinessObjects development team, SAP also has a very creative and productive innovation center whose job it is to build prototype applications and provide them to the market for feedback. That gives us a chance to test new ideas quickly and then put them through the usual quality-control processes only when they have already been validated by customers. This helps facilitate fast, constant innovation within the portfolio. An excellent example of a product that began life as an innovation-center prototype is SAP BusinessObjects Explorer. Since handing this off to the development organization, the innovation center has worked on iPhone and iPad apps for the same product.

Visit the innovation center at www.sdn.sap.com/irj/boc/innovation-center.

Implement the Best Practices

Closing the gap between strategy and execution is an important goal for the vast majority of businesses today. Achieving this goal will deliver the benefits of strategic alignment, predictable performance, and confident decision making. SAP recognizes that the following best practices are essential to enable organizations to achieve these benefits:

- Ensure trusted information
- Proactively manage risk
- Create enterprise visibility

The SAP BusinessObjects portfolio and its associated services support all three. Talk to us today about how you can implement these best practices and achieve your business goals.

Contact your SAP representative or visit us on the Web at www.sap.com/sapbusinessobjects.



Figure 7: Example from the Innovation Center: SAP® BusinessObjects™ Explorer for the iPad

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