

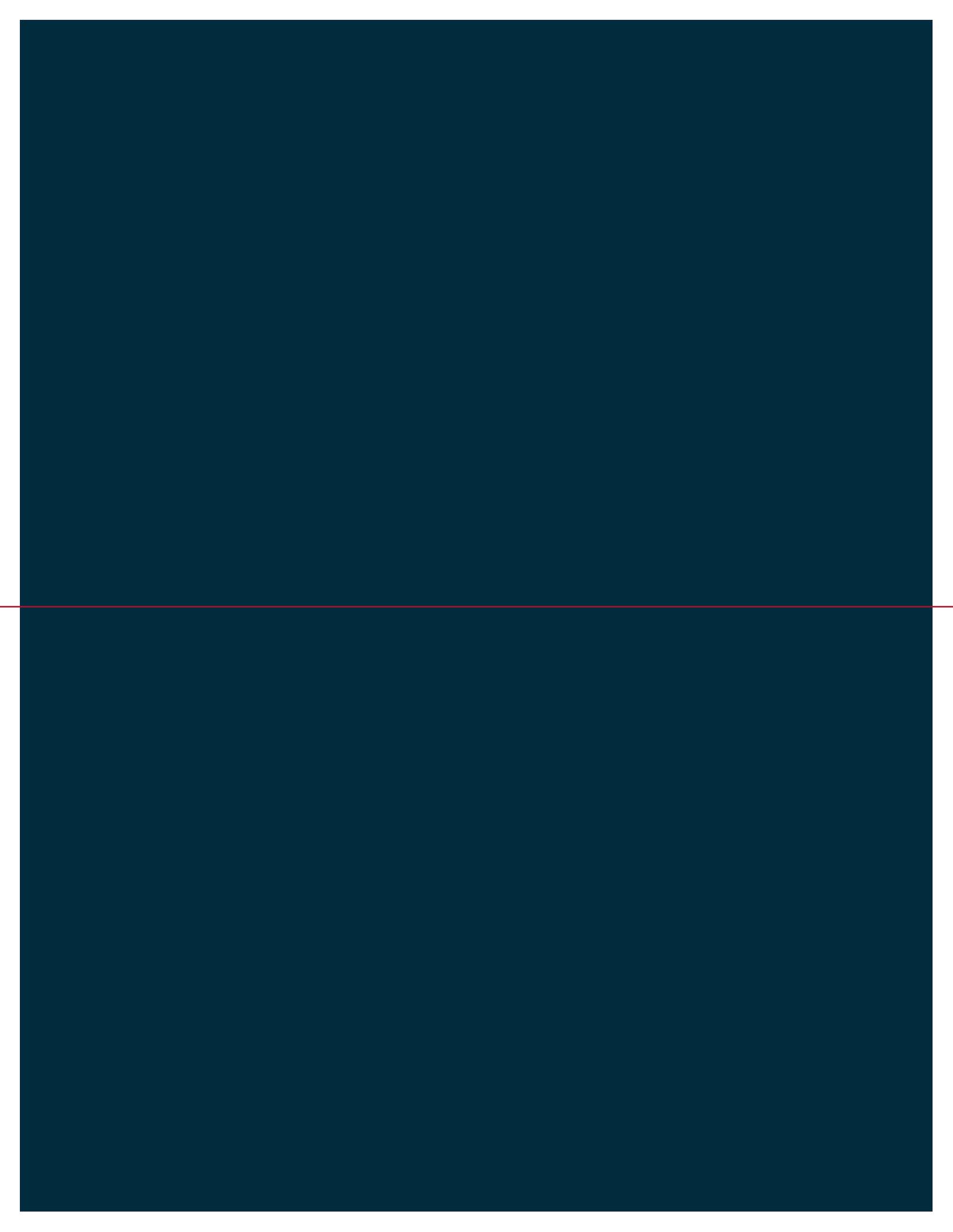
# Accenture and SAP: a winning combination to improve performance through business intelligence

  
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### Business intelligence capabilities enable decision making that drives high performance

A key finding in Accenture's ongoing research on high-performance businesses indicates that market leaders differentiate themselves by effectively transforming non-integrated data into useful information, which improves decision making. They consistently have enterprise systems that cleanse and centralize information as well as the tools to present that information in meaningful formats for specific audiences.

However, obtaining an up-to-date and easily accessible picture of the entire enterprise is very often fraught with difficulties. Decentralized corporate structures, multiple disparate processes and systems, and

inconsistent data definitions and models have prevented business users from accessing the right information from existing applications.

As a result, many organizations are enhancing their business intelligence capabilities, especially to pull and make available the massive amounts of non-integrated data that already reside in their various enterprise resource planning (ERP) systems. In fact, recent research from Morgan Stanley projected that, in 2005, 28 percent of CIOs plan to increase spending on business intelligence.<sup>1</sup>

Organizations operating SAP business suite applications are looking to SAP's Business Warehouse and Strategic Enterprise Management solutions to enhance their business intelligence capabilities. Some are also exploring the business

intelligence opportunities and impacts of SAP NetWeaver, SAP's comprehensive integration and application platform.

Sustainable benefits from these tools, however, are best realized only when business information needs are accurately understood, functional priorities are weighed, business support exists and executive sponsorship is visible. When it comes to leveraging SAP-enabled business intelligence solutions to achieve high performance, Accenture is the best-positioned company to deliver comprehensive capabilities and insights.

### Accenture and SAP: a winning combination to improve performance through business intelligence

Accenture employs nearly 1,000 professionals who focus specifically on SAP Business Warehouse and Strategic

<sup>1</sup> Morgan Stanley CIO Survey Series: Release 5.0, December 15, 2004

Enterprise Management-based solutions for clients. Accenture is able to quickly mobilize these individuals into multi-disciplinary teams to fit our clients' specific needs. End-to-end services for designing and implementing key business intelligence capabilities include:

**Information Strategy and Management.** Data model and extract, transform and load design, configuration and testing; metadata management formulation; and practical approaches for data governance and stewardship help to create a business intelligence function capable of capturing and managing the appropriate data.

**End-User Access Design.** Static and online analytical processing reporting with SAP's native tools; ad hoc reporting; dashboard and balanced scorecard development with Strategic Enterprise Performance Management and Strategy Management, Business Warehouse and Portal integration; and third-party tool evaluation and selection expertise help end-users access and use the captured information.

**Infrastructure Management.** Hardware and software sizing and architecture design and deployment tasks, performance testing and tuning, and robust security design and implementation help create the underlying infrastructure to deliver peak performance.

**Project Management.** Work planning, release planning, resource loading, milestone tracking, issue tracking and resolution, scope management and governance model administration contribute to on-time and on-budget delivery of the new business intelligence capability.

Accenture's approach to SAP-based business intelligence solutions entails much more than the technical aspects

of Business Warehouse and Strategic Enterprise Management. With more than 250 successful SAP business intelligence assessments and projects, we have created and continually refine methodologies that include a top-down approach to developing an enterprise-wide strategy for information delivery, as well as a bottom-up process for evaluating individual query requirements. Key elements of our approach include:

**Business Case Development.** To maximize benefits, companies must drive value by linking the business intelligence solutions to strategic and operational goals and objectives. Rather than focusing just on a technical data warehouse solution that replaces current IT systems, we use an iterative process for gathering and confirming business requirements to catalogue key business capabilities within subject areas.

**Business Process Redesign.** Accenture assists project teams in refining our clients' abilities to organize and analyze critical business information. Our experienced professionals draw on an extensive knowledge base of several hundred leading business process, sub-process and activity flows for all major and sub-processes as well as leading key performance indicators. These professionals also leverage a unique framework, diagnostic tool and other assets developed to help organizations assess current performance management practices against industry best practices.

**Change Management.** Building a strong business intelligence environment relies on the support and knowledge of key business users. One of the first tasks we recommend is developing a governance model to get active business stakeholders to interact with the project team. This approach ultimately leads to end users having a greater understanding of the new reporting and analysis capabilities, and

provides a jumpstart to training not only on the software but on the data and capabilities provided by the new business intelligence environment.

### Accenture's SAP-specific Business Intelligence Capabilities

In addition to practical experience and skilled resources, Accenture draws on a proven set of assets to accelerate our clients' efforts, rapidly deliver business value, and provide the education and training required to enable knowledge transition and effective end-user interaction.

**Project Plans.** Comprehensive work plan models for data warehousing and SAP Business Warehouse and Strategic Enterprise Management projects use Accenture's leading practices to help teams deliver high-quality deliverables on time and within budget.

**Estimating Models.** Our SAP-specific business intelligence estimating models for Business Warehouse and Strategic Enterprise Management implementations have consistently proven on target.

**Design, Build and Test Assets.** Accenture's comprehensive knowledge capital and preexisting demonstration environments give our clients a competitive edge to jump-starting projects; extensive architecture documentation; and requirements-gathering activities, workshops, training materials and operations guides. We actively use a global knowledge network and multiple online communities of practice to link SAP Business Warehouse and Strategic Enterprise Management experts throughout Accenture to share leading practices and resolve issues.

**Accenture Delivery Centers.** Many Accenture Delivery Centers have deep SAP-specific business intelligence skill

sets. We have Accenture Delivery Centers dedicated to SAP Business Warehouse implementations in Barcelona, Spain; Manila, The Philippines and Wilmington, Delaware. We use our Strategic Delivery Model, Accenture's approach to industrializing systems integration, technology and outsourcing services on a global basis, to deliver high quality, cost-effective solutions. In fact, Accenture drew extensively on the delivery center in Barcelona, Spain to build an internal global SAP implementation that supports our Finance and HR areas.

### Legacy of success in large, complex implementations

Accenture has delivered successful SAP Business Warehouse assessments and implementation solutions that included complex integration between collaborative portals, Web-enabled reporting tools, enterprise integration solutions and Netcentric architecture.

Accenture's involvement with SAP Business Warehouse began when we were involved in the project management and development of the product in Waldorf, Germany. Accenture also worked closely with SAP on Strategic Enterprise Management going back to the initial concept of the product, when we were invited to help develop the business framework that the suite of products supports. Since that time, we have worked on some of the world's largest and most complex Strategic Enterprise Management implementations as well as some of the broadest in scope in terms of usage of all of the Strategic Enterprise Management components.

### Leveraging Accenture capability and experience around SAP NetWeaver

Accenture has a market-leading program to identify, define and

## Accenture helps PSEG Services Corporation improve business performance with new SAP-based business intelligence system

In Newark, NJ, PSEG Services Corporation provides the business support functions necessary to operate the PSEG family of companies. Its establishment allows operating company leaders to concentrate on the energy marketplace while leveraging the functional expertise of the Services Corporation. However, the evolution of the Services Corporation business model had exceeded that of its systems and reporting capabilities. In 2004, PSEG worked with Accenture and SAP to enhance its commercial capabilities by implementing SAP's Strategic Enterprise Management module for the Services Corporation.

Accenture contributed deep experience in SAP-based business intelligence technologies as well as skills and assets in business process, finance and performance management, and program and change management. PSEG was one of the first US-based companies, as well as the first utility company, to implement Strategic Enterprise Management. Furthermore, PSEG rolled out their Strategic Enterprise Management solution using the latest SAP Portals release (v6.0).

This effort has helped PSEG Services

Corporation improve its business performance by creating an integrated, single data source in which stakeholders can collaborate on and enter revised monthly/annual forecasts, annual plan/budgets, annual sales forecasts, and pricing model data via a Web-based tool. The information in the solution is dynamic, allowing for changes in Pricing Model/Sales Forecast to be reflected in the SAP Cost Plan with minimal effort. These revised capabilities also provide for integrated monthly "close" processes, where actual results are compared to plans, variances are provided, and revised forecasts are completed, as required.

PSEG Services Corporation has benefited from the much improved monthly reporting and forecasting capabilities. Management can now go "one place" to view their updated forecasts and receive reports. PSEG now has integrated information it can rely on for Service Corporation consolidated reporting — "one version of the truth." Additionally, users are able to analyze variances online and leverage the integrated solution to drill back into SAP R/3 to support detailed analysis.

develop solutions on the SAP NetWeaver platform. Our business intelligence professionals use the tools and offerings developed through this program, as well as capitalize on experience with SAP NetWeaver garnered from Accenture's SAP implementations. In this way, Accenture ensures that the solutions we build with our clients fully exploit the benefits of the integrated SAP technology platform.

The SAP NetWeaver architecture model for delivering business functionality will have an impact on all SAP applications. Business intelligence in general—through Business Warehouse and Strategic Enterprise Management—will become increasingly integrated into the NetWeaver platform, allowing an extension of business intelligence to the business user and making it more prevalent and easier to access. In addition, NetWeaver will provide an

increased level of pre-developed integration between Business Warehouse and SAP's Enterprise Portal, master data management solution and integration architecture.

We are already working with several clients to help them develop strategies for incorporating and timing the introduction of NetWeaver capabilities into their existing SAP business intelligence capabilities.

### **Driving toward better business intelligence—and high performance**

After investing considerable energy in building an SAP application foundation, many companies are eager to harvest greater value from their IT assets. They want to transform disparate data and reports into information with high business value that can help achieve and sustain high performance. Improving their business intelligence

environments has become pivotal in this effort.

Although SAP business intelligence applications are critical for better analysis, an effective technical implementation is just one part of the equation. Accenture's approach to SAP-based business intelligence provides a holistic perspective of the business behind the data as well as a comprehensive approach to achieving success. We combine leading industry, functional and organization skills and assets with well-established expertise in all aspects of SAP technologies to help clients develop the business intelligence capability needed to become high-performance businesses.

Want to find out more about how  
Accenture can help you drive toward  
higher performance with business  
intelligence solutions?

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