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Microsoft

Drive Business Performance

Inside your company is a powerful force – a force that can cut costs, win customers and find innovative new business opportunities all over the world.

It's your people. Are they ready?

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people  ready business

Executive summary

Today, executives must define business strategy in an extremely challenging marketplace. The company must implement the strategy through plans and budgets that guide the activities of individual business units. However, without the proper tools, strategy implementations can be very challenging.

Implementations fail for several reasons, including lack of focus on common goals by enterprise units, inefficient decision-making processes and lack of alignment between business-unit objectives and the corporate strategy.

An effective performance management programme helps achieve corporate strategies by breaking down high-level goals into objectives that drive the actions of employees at all levels of the organisation. When individual employees can measure their performance against objectives, it becomes easier to achieve strategic goals. Effective performance management ensures alignment with overall enterprise business goals by driving empowerment, accountability, focus and resolve from the executive team down to managers and information workers across the company.

Leading companies understand the importance of performance management. They may have implemented several scenarios. However, when implementing these scenarios, companies struggle with operational difficulties such as a lack of consistent information across their systems, inefficient access to information, difficulty transforming data into relevant information that can guide business decisions and the lack of user-friendly tools. These factors all make it hard to gain actionable insights. Operational challenges also result in 'many versions of the truth.' As a result, companies fail to realise the full value of their performance management initiatives.

Improved business performance relies on the effective use of all assets, including people, processes, information and technology, to achieve an organisation's strategic objectives. Managing performance focuses on aligning, optimising and understanding actions and decisions, both individual and collaborative, across the organisation.

An effective performance management programme can be framed as a consistent, closed-loop process (from budgeting and planning to consolidation and reporting) and encompasses three fundamental principles: driving effective planning, ensuring alignment and enabling more effective decision making at all levels of the company. This system also ensures that key business processes are conducted under the guidance of overall company strategy. For example, plans and budgets are developed to align and ensure achievement of strategic goals, whilst reporting processes and systems are designed to provide relevant and actionable information to decision makers. Key metrics are put in place at all levels to frequently and consistently monitor how the enterprise and its business units are performing against strategy. These metrics, often referred to as key performance indicators (KPIs), are derived from analytical models developed to measure the effect of financial and operational decisions on overall strategy achievement.

Successful implementation of performance management relies on these fundamentals:

- Clearly identified company strategies in the form of goals and objectives that cascade down throughout the organisational structure
- Measurable KPIs that derive from these goals and objectives, guide improvements to the business and deliver value
- A technology platform that facilitates the rapid creation of planning, analysis and monitoring capabilities, which provide critical insights in the form of forward-looking and historical indicators
- A governance model to align and manage employee performance measures and incentives to ensure they stay aligned with the enterprise strategies
- Solutions that enable people to turn data into insight, transform ideas into action and turn change into opportunity.

One of the technological challenges of implementing a performance management programme is the limitation of traditional Business Intelligence (BI) systems. Traditional BI systems are designed for trained analysts. They're suitable for subject-oriented query, reporting and analysis of historical data. However, they fall short in meeting the requirements of today's business world: providing enterprise-wide, near real-time, end-to-end performance management information, at the right level of detail and frequency, in a format that is easy for employees to understand and use for forward-looking analysis.

Microsoft® solutions enable a comprehensive performance management approach designed to provide critical business information to the broadest number of users through the familiar and easy-to-use Microsoft environment. These solutions are built using the robust Microsoft Business Intelligence (BI) platform, which can provide data integration capabilities that transform data from disparate enterprise systems into powerful insights. Microsoft BI solutions can also enable organisations to share structured and unstructured information seamlessly across the organisation to facilitate collaboration. Better Business Intelligence also helps improve planning and alignment. It enhances effective decision making by improving your access to accurate, timely and complete information.

Effective performance management helps ensure that employees at all levels are focused on objectives that align with overall business goals. Implementing performance management requires the involvement of the entire organisation. People are the key to a successful deployment; however, success depends on more than having the right people. It takes more than new technology to deliver improved performance. Successful businesses must strategically create the right mix of people, information, processes and technology.

Performance Management is a key success factor to ensure achievement of strategic goals

What is performance management?

Performance management (PM) – also known as business performance management or enterprise performance management – is a programme that helps ensure achievement of strategic goals by translating them into objectives and KPIs that guide the everyday actions of every employee.

The concept of managing business performance is not new. Twenty years ago it was called management by objectives (MBO).

An effective performance management model is characterised by a consistent closed-loop process that spans information analysis, planning and forecasting to reporting and monitoring. It combines three fundamental principles: driving effective planning, ensuring alignment and enabling effective decision making as shown in the graph below.

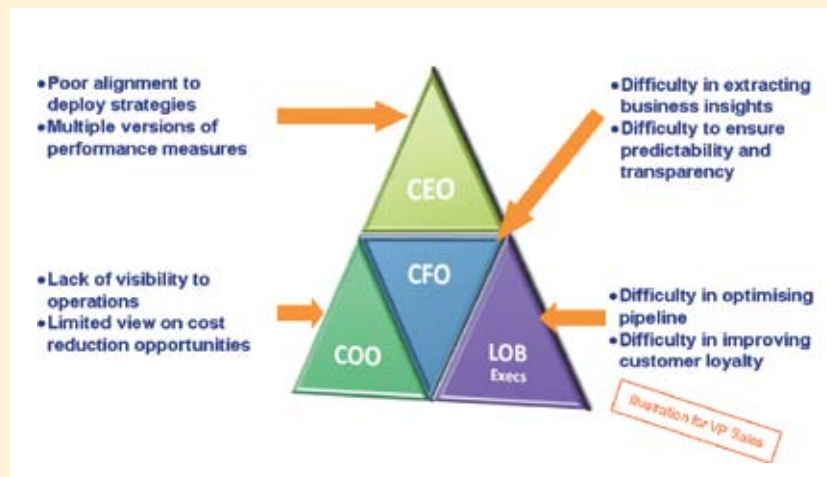
Performance management model



An effective PM model specifies how plans and budgets are developed to execute on strategic intent; and the analysis, consolidation, scorecarding and reporting processes that provide insights to drive decisions. Key metrics are developed to help routinely and consistently monitor management's ability to execute against strategy. Analytics also help management understand the causes of financial and operational performance.

A PM programme is an effective enabler to overcome the daily pain points that executives and managers deal with in driving, monitoring and managing their strategic intent throughout the enterprise.

Critical pain points for key decision makers in driving business performance to strategic intent



An efficient PM programme is a key enabler to ensure the achievement of corporate strategic goals. This is made possible by driving empowerment, accountability, focus and resolve from executives down to all levels of the organisation. It ties individual objectives to performance measures and compensation plans that guide individual actions and helps ensure their alignment with the enterprise's business goals and objectives. The potential benefits are:

- Making better, faster and more reliable business decisions based on integrated, verified and consistent data provided to the appropriate decision-makers at the right time
- Finding new sources of revenue and profitability through predictive business modeling (such as 'what if' analysis) for key enterprise data about products, customers and channels
- Aligning and adjusting operational plans through timely, fact-based insights that reveal necessary corrections
- Improving performance and corporate accountability by providing fact-based, reliable and transparent information to employees at all levels
- More effective compliance with ever-changing regulatory requirements.

PM drives value: a real-world success story

During the 1990s, after decades of strong growth, a leading car manufacturer faced stagnation. Not only was product innovation seemingly in decline, the company's financial position was becoming difficult. Drastic action clearly needed to be taken, so in 2000 the fight back to health and profitability began. A global team of executives worked intensively to develop a three-year strategy to transform the company and restore it to full profitability through a revival plan. At the centre of this strategic effort was one unanswered question: How do you measure financial and operational performance across this complex business quickly and accurately enough to ensure that the plan stays on track?

To address this challenge, the company sought to develop a programme that would enable them to monitor and manage their business performance in order to reach strategic goals.

The first stage of the project was to develop and implement a web-based system to facilitate measurement and tracking of the revival plan against KPIs. This was much more than simply a technology project: it also involved workshops with the management team to define how to capture and measure the indicators. Several other stages followed to build executive dashboards, standardise accounting data, unify manufacturing information and implement process solutions to reduce the monthly close cycle.

Thanks to its revival plan supported by an effective performance management programme, the company restored its full profitability in just two years. The company is now again establishing itself as a world-class, competitive global automotive company, poised for long-term profitable growth.

To achieve this success, it was vital to implement an effective performance management programme. The company had to overcome the complexities of the PM implementation. In particular, the company had to maintain consistency between the PM approach and the enterprise strategic goals, ensuring effective and rapid implementation across a global organisation, whilst empowering global teams with the appropriate tools to enable them to seize the PM benefits.

The implementation challenge

Leading companies understand the strategic importance of PM in achieving their corporate goals, but companies nevertheless struggle with operational difficulties and complexities when implementing a PM solution.

“Organisations often fail to execute their strategy – failure rates may range as high as 60 to 90 percent.”

*R. Kaplan and D.P. Norton,
'Creating the Office of Strategy Management',
Harvard Business Review, April 2005*

“Corporate Performance Management spending will increase to nearly \$23 billion global in 2006.”

AMR Research, April 2006

“You can't manage what you can't measure. You can't measure what you can't describe.”

*Robert Kaplan and David Norton
'Creating the Office of Strategy Management',
Harvard Business Review, April 2005*

A recent survey¹ shows that companies all over the world struggle to implement winning strategies throughout their enterprises. Implementation difficulties centre around four major themes:

- **Information inconsistency and multiple 'records of truth' due to:**
 - Disparate enterprise systems and inconsistent data
 - Inconsistent interactions and data-sharing within and across the enterprise value chain
 - Silos of customer, product and supplier information, which prevent a consistent view.

- **Inefficient access to information due to:**
 - A complex enterprise that requires access to multiple systems for complete information
 - A high level of effort to provide user access to this non-integrated information.

- **Difficulty of transforming information into business decisions due to:**
 - The difficulties of extracting business insights from an overwhelming volume of data
 - The challenges of 'operationalising' and embedding the analysis as part of the business process.

- **Inadequate tools:**
 - Extensive training required before teams can get familiar with all tool features and start providing value to the organisation
 - Time-consuming data analysis and interpretation causes users to avoid the tools and find non-standard alternatives, such as creating personal shadow IT applications.

These difficulties present obstacles that managers at all levels must deal with daily. This makes it hard for companies to extract value from the tools and information they possess.

1. Survey of over 700 companies led by Celerant and TNS Sofres.

Building an effective PM programme

Four key success factors for implementing successful PM:

- A holistic view of the enterprise that aligns disparate organisations, management processes and individuals by delivering metrics that are to goals and objectives
- Easy access to enterprise information through harmonised performance management
- Timely insights and decision making across the enterprise value chain
- Employees who can provide business value by using user-friendly tools to capture the right information, at the appropriate time, in an actionable format to make informed decisions.

Prerequisites for implementing PM:

1. Overall, the most critical factor in performance management is executive sponsorship. Executives need to communicate their expectations to drive effective organisational change, alignment and governance. In many organisations with autonomous business units, every part of the organisation must be in total alignment when implementing the strategies, goals and objectives. Once these goals and objectives cascade through the enterprise, then people, processes, information and technologies can work in unison to achieve departmental and corporate goals.
2. The enterprise must have effective and efficient business processes that align with overall corporate strategy. These business processes (i.e. market to customer, requisition to payment, order to cash, demand to supply, planning and budgeting, management reporting, concept to product, etc.) must be integrated, interactive, flexible and adaptable. Operational systems (i.e. enterprise resource planning and customer relationship management, supplier relationship management, etc.) that enable effective and efficient business transaction processing form the critical foundation for effective and efficient business processes.
3. The enterprise must establish data standards, data models and business rules that make it easy to transform the data into information then facilitate accurate and complete decision making.
4. The enterprise must use all assets effectively – people, processes, information and technology – to achieve the organisation’s strategic objectives by using user-friendly tools.
5. Operational data must be consolidated in a data warehouse to enable performance management by having consistent, accurate and complete data. This data will be the source of information from which users draw insights to make decisions. Historically, data warehouses took the form of financial data marts (single-subject data warehouses) to facilitate financial analysis and reporting. Performance management expands the focus to a more holistic view of the business, and accordingly PM systems must source data from non-financial systems such as customer relationship management (CRM), supply chain and human resource systems.
6. The enterprise must be able to establish consistent data standards, performance measurements and targets. The enterprise must also be able to access, analyse and deliver this information at strategic, tactical and operational levels so that every employee has the ability to deliver business value through timely and fact-based decisions.

Driving the holistic view beyond traditional BI

Broad adoption is also one of the keys to ensuring complete alignment up and down the organisational structure. Achieving broad adoption is possible when information is delivered in familiar, integrated tools that are easy to use.

Traditional BI products struggle to meet these requirements. Although ideal for trained analysts or ‘power users’ who perform custom queries, data analysis and reporting, these traditional BI tools fall short in providing effective, forward-looking analysis that empower effective planning and forecasting processes. Effective performance management enables all employees to easily access and use information that drives fact-based decisions and which provides the holistic view that information users require.

This table describes the shift from traditional Business Intelligence to performance management.

Traditional Business Intelligence vs. performance management/Business Intelligence

		Business Intelligence	Performance Management/ Business Intelligence
Data and information	Data emphasis	Historical	Backward and forward looking
	Timelines of data	High latency	Low latency (at the time when needed)
	Measures	Metrics	Actionable key performance indicators that measure business value
Organisation and processes	Implementation Focus	Business area/ department objectives	Enterprise-wide alignment to strategy (operationalise enterprise strategies)
	Organisation decision making	Strategic and tactical	Strategic, tactical and operations
	Decision making approach	Reactive	Positive problem avoidance
	Collaboration	Informal	Built-in
Resources	Information delivery process	Open-ended	Closed-loop action management
	User interface views	Generic	Personalised
	User visuals	Reports, tables and charts	Actionable queries, embedded analytics, dashboards and scoreboards

This transition depends on having an integrated view of data through a data integration layer. Operational system data must be consolidated in an enterprise data warehouse to drive performance management concepts by having clean and complete structured and unstructured information, transactional data (facts) and master data (hierarchies, attributes and text), to source and draw insights for making fact-based decisions at the right time. In the past, the consolidated data was focused more for financial analysts through a financial data mart. With PM, the requirement is consolidated enterprise information and insights for everyone.

“Today large companies have between 5 and 15 BI reporting and analysis solutions and some have more than 20 separate products.”

*Keith Gile - The Forrester Wave:
BI Reporting and Analysis Platforms Q1 2006*

Where to start:

The first steps are the creation of a business case, programme charter and roadmap to guide the progressive rollout of PM. As the PM phases are implemented, a gradual migration takes place from departmental applications and processes (such as finance analysts and their siloed applications) to those that support the enterprise. The ultimate goal is the deployment of analytical solutions for use by anyone in the organisation to drive increased business value. Having access to critical performance insights empowers users at all levels of the organisation to understand the factors driving the business and take decisive actions to optimise business performance to targets.

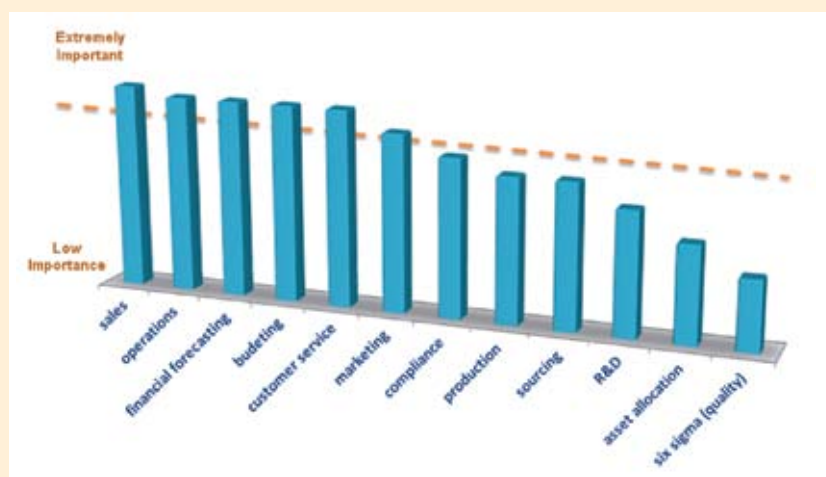
- **Phase 1:** Financial processes and applications are the core of performance management efforts and a logical place to start. Financial metrics form the foundation for executives and managers to set the company's goals and objectives. After the goals and objectives are set, financial data sourced from the general ledger is entered into the planning and budgeting systems and disseminated to organisational units to initiate the budgeting, forecasting and planning activities. At this stage, organisational alignment starts by communicating corporate goals and objectives throughout the enterprise from the bottom-up and top-down planning process.
- **Phase 2:** After plans and budgets are in place, establish the KPIs that measure progress against the defined goals and objectives. The KPIs must be relevant to each department and employee. To ensure alignment, build personal scorecards to help every employee monitor their performance and compare it to established targets. Role-based scorecards and alerts guide everyone – from executives at the top of the organisation to managers and front-line employees.
- **Phase 3:** Support optimal decision-making through guided analysis techniques that follow business rules to guide the way people interact with information to help them uncover root causes and take the appropriate actions quickly. This capability is important to empower business users to access the information they need to understand and optimise business performance.

How can Microsoft empower an effective performance management model?

With Microsoft Performance Management solutions, decision makers can improve business planning, achieve better alignment and drive effective decision-making for all users in the organisation. These solutions enable people to increase top-line growth as well as the bottom line through access to powerful user-friendly tools to derive fact-based insights and take decisive actions.

Microsoft Performance Management solutions encompass the following strategy alignment, planning, budgeting and forecasting, consolidation, scorecarding, analysis and reporting. All of this is delivered through the familiar, easy-to-use Microsoft Office environment. Microsoft tools are familiar to most information users, have integration capabilities that can connect applications and share structured and unstructured information seamlessly across the organisation.²

Areas in which PM/BI is incorporated
% incorporating PM/BI into different business areas



A recent *BusinessWeek* survey reveals areas in which executives are focusing their investments to improve business decision making and performance. The priorities are in finance, sales and marketing and operations.

Microsoft Performance Management solutions are widely supported, and then scale to the needs of the most demanding organisations. They have been tested with companies of different sizes, industries and origins to demonstrate the operational robustness and strength of the value proposition for enabling better alignment, planning, analysis and decision-making.

Project-oriented approaches are becoming more and more important in the business world, even beyond those traditional business areas mentioned in this report. This is an area in which the alignment between the organisation's strategic portfolios and resource allocations take place. The Microsoft value proposition further enhances the effectiveness of project portfolio management.

2. Source: "Seizing the BI Opportunity", May 2006, BusinessWeek Research Services with SAP and Intel.

How Microsoft enabled EMI Music to boost sales and improve digital supply-chain reporting

Customer background:

EMI Music works with world-leading artists and songwriters to produce an impressive collection of music content. With the fast growth of the online music industry, digital sales now account for around five percent of the company's overall revenue.

Business issue:

While EMI Music's digital business was delivering strong growth, the company realised that to deliver high performance across the digital supply chain it needed to increase the visibility and transparency of performance. EMI Music initially had a semi-manual process in place to report on the status of its supply chain. It collected data on a monthly basis, so any analysis was purely historical. In order to increase performance and achieve more profitable growth, the company needed faster access to its production information.

Solution implemented:

EMI Music chose to work with Microsoft Gold Certified Partner IMGroup, specialists in corporate performance management, to implement a new solution – Microsoft Office Business Scorecard Manager 2005. This scorecard solution provides graphical, high-level visibility into business performance. It presents and organises a range of metrics, that monitor digital supply-chain efficiency and effectiveness.

Expected benefits from the solution:

- Proactive and reactive reporting - helping to drive continuous improvement in supply chain performance
- More efficient supply chain - able to meet release date deadlines more effectively and optimise sales
- Near real-time access to business-critical performance metrics - also analysis of new data on a daily basis
- Ease of use - non-technical users can produce reports themselves
- Quick and seamless integration.

More effective planning, budgeting, forecasting, reporting and analysis

It is widely recognised that providing performance metrics across business functions is key to improving the overall effectiveness and efficiency of the business.

Traditional budgeting and forecasting, which sets the foundation for performance management, is typically conducted annually. Due to a number of factors, the process is often complex, time-consuming and inflexible, yet it is still necessary. Ideally, businesses should produce periodically updated rolling forecasts that are more accurate because they update annual budgets each quarter with actual results, allowing the business to more readily adapt to changing business conditions. However, rolling forecasts amplify the factors that make annual budgeting so difficult, because they place more demands on resources and information systems. As a result, most organisations limit their mid-cycle reviews to only making adjustments to cost-centre expense budgets rather than a comprehensive strategy review. This further increases the gap between operational planning and business strategy.

Obstacles to comprehensive planning and budgeting include:

- Difficulty in enforcing data integrity as multiple versions of budget spreadsheets proliferate and budgeters customise formulas or 'massage' numbers to conform to specific agendas
- Time-consuming set-up, consolidating and formatting of budget spreadsheet forms for departmental data entry
- Limited sharing of assumptions and initial forecasts by department and function
- Difficulty ensuring that controls are in place to track auditing and compliance requirements.

Microsoft provides comprehensive performance management solutions that encompass robust planning, budgeting, forecasting and financial reporting capabilities. They provide companies with the ability to align departmental or line-of-business plans and budgets with overall corporate strategy. They also remove many of the obstacles to gathering information, coordinating budgeting processes and consolidating departmental budgets into an integrated corporate plan. Microsoft solutions also provide:

- Ease of use, through the familiar Microsoft Office system people use every day
- Scalability to reach the largest number of business users across the enterprise while helping to enforce information security
- Cross-enterprise views that use the powerful data integration capabilities of the Microsoft Business Intelligence Platform to provide a comprehensive and complete view of data across enterprise applications
- Powerful workflow and collaboration functionality that streamlines planning, budgeting and forecasting processes to reduce time and effort
- Advanced analytic and visualisation capabilities that enable better and faster decisions
- Improved compliance through better audit-ability, reporting and version control.

How Microsoft enabled Nationwide Building Society to treat over 10 million customers as individuals

Customer background:

Nationwide Building Society is a leading financial services organisation in the UK. It employs around 13,000 staff in 700 branches to deal with face-to-face customers and provide other services via financial advisors, automated teller machines (ATMs), call centres, the post and over the internet. They deliver a range of retail financial services across these channels, including mortgages, current accounts, life insurance, loans and general insurance.

Business issue:

Despite having implemented a centralised customer information database, Nationwide found that crucial data was still trapped in silos, hampering effective customer interaction. To remain responsive, Nationwide needed to ensure that services were cost-effective and consistent across different delivery channels.

But, as with many financial organisations, this was hampered by internal systems, that were built around products and channels, which left crucial customer information trapped in silos.

Solution implemented:

Nationwide worked with Microsoft Certified Partner AIT to implement Portrait, a strong and cost-effective second-generation CRM product built on Microsoft technology with a core Microsoft SQL Server™ 2000 database. Portrait delivers a powerful 'single view of the customer' in real time, increasing efficiency and customer responsiveness by using back-office information exposed as Web services. Employees were now able to capture missing customer information by prompting for the data in real time, as well as being able to follow up and track issues or activities throughout the organisation.

Expected benefits from the solution:

- Single view of the customer – improved access to all data repositories without the need to migrate existing databases
- High performance and scalability – capable of handling 688,220 transactions per minute
- Ease of use – a familiar Microsoft user interface, reducing training costs
- Lower costs and improved flexibility – new configurations, rules, processes and interfaces are generated in minutes instead of months.

Better sales and marketing decisions

Understanding internal and market data is essential when launching new products, optimising campaigns or managing direct sales and channel strategies. The faster a marketing and sales organisation can analyse data and make decisions, the better it can deliver products to customers and increase revenue.

Many companies possess a wealth of valuable marketing and sales data. However, they face several difficulties in transforming data into powerful insights that drive more effective business decisions due to problems such as:

- Limited access to accurate and complete data held in disparate systems
- Time-consuming manual effort required to combine information from different reports to answer specific questions
- Reporting applications with complex and non-intuitive user interfaces
- No comprehensive view of customers across sales opportunities and no way to measure each customer's contribution to revenue and profitability
- Limited information sharing and collaboration between sales and marketing teams.

Companies also face difficulties in managing the sales force and optimising their performance due to problems such as:

- Lack of timely information about sales performance and pipeline health
- Difficulty tracking KPIs (both forward-looking and historical) to determine how they compare to sales and marketing objectives
- Difficulty monitoring an individual's sales performance against quota.

Microsoft Performance Management solutions enable broader access to critical information through the familiar and easy-to-use Microsoft Office system. This provides greater visibility into the factors that drive sales performance and marketing effectiveness, helping to increase revenue growth. Microsoft applications enable sales and marketing teams to:

- Improve visibility of sales and marketing information to drive more informed and timely decision making
- Improve your understanding of customer preferences to increase the number of new customer acquisitions, increase the value of existing customers and improve retention rates
- Decrease time spent on data gathering and entry, enabling the sales team to focus more on sales activities and optimising results
- Improve customer targeting for increased cross-selling and customer satisfaction leading to increased revenue
- Improve access to performance metrics via web-based scorecards and reports with detailed capabilities to understand root causes and take decisive actions.

How the Microsoft offering enabled a district council to improve performance management

Customer background:

South Holland District Council (SHDC) is a typical UK district council that provides a wide range of services from its headquarters in Spalding to over 80,000 people in the surrounding area.

Business issue:

SHDC was seeking a more streamlined process to collect, analyse and report performance indicators for local and central government.

The UK government identified 94 best-value performance indicators that are an integral part of local government's performance management framework. The district council was required to ensure efficient follow-up on those indicators.

Solution implemented:

Empowered by Microsoft tools, SHDC implemented solutions that:

- Help ensure accurate data reporting by enabling it to avoid manual intervention by creating a centralised data repository
- Automate data processing and analysis, establish effective data management processes by providing tools to extract, manipulate and present data and reports by automating data collection workflow and using forms.

Expected benefits from the solution:

- Provide better access to higher quality information in a user-friendly way and in a timely manner and thus enable heads of departments to:
- Better manage absences and be able to react in a timely manner
- Help ensure that professional staff are dealing with specific and complex queries and not with queries that could be handled by customer service
- Meet the Office of the Deputy Prime Minister's priority outcome stipulations and increase the best value performance Indicator (BVPI) rating
- Enable greater efficiency and cost savings
- Increase local residents' satisfaction by providing greater value for money and better-quality services.

More effective project portfolio management

Centrally managed business performance and content management capabilities streamline project management by more easily providing project metrics programme managers. This can enable rebalancing and aligning the project portfolio to the corporate strategy.

When managing a project portfolio, managers and decision makers typically struggle with:

- Time spent consolidating and reporting project status
- Difficulty ensuring that business plan targets are cascaded to individual objectives and tracking indicators
- Project status that quickly becomes outdated
- Difficulty tracking the link of investments to objectives and aligning to strategy
- Difficulties in achieving full visibility of investment portfolios
- 'Silo analysis' and reporting from multiple and disparate project-tracking systems caused by the lack of integration capabilities.

These issues make it very difficult to align and deploy project portfolio initiatives. As a result, strategic initiatives fall short of targets.

Microsoft solutions empower all information workers to track and measure their performance against company plans, objectives and budgets using key measures, personalised scorecards and reports.

This enables:

- Self-service access to information and reports through dashboards, scorecards and personalised portals. These help individuals within the enterprise become more informed and responsive so they are better able to make key decisions
- Centrally managed business insight and content management capabilities that streamline project and portfolio management
- Use of standardised templates and reporting scorecards that make it easier to summarise information from several different perspectives
- Ultimately, these analyses can enable rebalancing and optimisation of the programme portfolio to better align project activities with corporate strategy.

How Microsoft enabled Expedia to measure its customers' online journey

Organisation background:

The largest online travel company in the world, Expedia serves travellers on three continents.

Business issue:

Because the customer experience is so critical to Expedia, customers' issues need to be tracked, monitored and resolved quickly. Expedia lacked visibility into the voice of the customer, and had no timely way to analyse and act on data from its 20 disparate databases. Expedia needed real-time insight into its website performance.

Solution implemented:

With a balanced scorecard solution using Microsoft Office Business Scorecard Manager 2005, Expedia put complex web performance metrics and key performance indicators at its analysts' fingertips.

Conclusion: *are you ready?*

Using Microsoft Performance Management solutions, companies can align action with strategy to improve performance by helping every employee, to understand business drivers, shape solutions and execute shared plans. Microsoft Performance Management solutions provide an environment for collaboration and analysis, empowering employees to share information seamlessly across the organisation, to have easy access to consistent data and to make better-informed decisions at the right time.

An effective PM approach is a powerful way to help ensure that information workers are focused on achieving the corporate goals and empowered to make fact-based decisions while streamlining the planning process. Implementing a PM programme requires the involvement of the entire organisation. People are the catalyst for a successful deployment, and technology solutions (such as Microsoft applications) that are easy to use, enable information workers to focus on achieving the company's goals and deliver better business results.

A people-ready business takes advantage of a flexible, economical technology platform that drives results but focuses primarily on its greatest asset people. Information and technology alone are worth little. The value derives from people having the right information in the right format at the right time and having the tools that allow them to act on that information quickly to drive business value. Are your people ready?



This is a preliminary document and may be changed substantially prior to final commercial release of the software described herein.

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