



# Approach to Application Stack

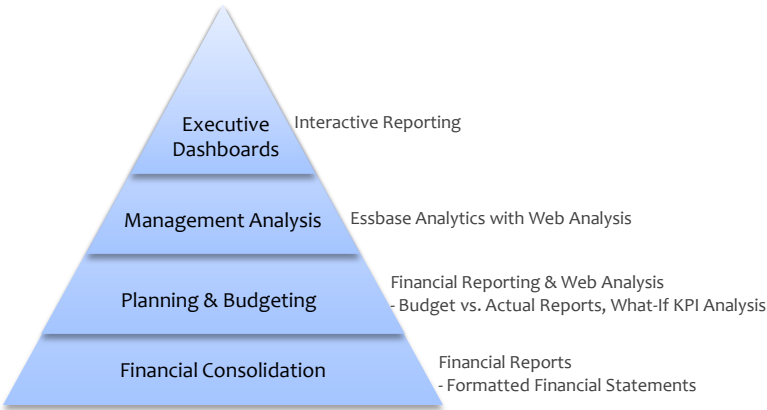
As the business expands into multiple locations with more operations, products, and services, CEO and senior management require more visibility into key aspect of the business. The need is even more when a company takes the inorganic way to growth i.e., mergers and acquisitions. New businesses, locations and divisions could drive the need for additional operational systems and databases. This leads to a critical need to access, report on, and analyze data from different sources. Resource management hence becomes critical—decisions regarding where and when to add additional resources must be matched with expected revenue and cash flow.

At this point, spreadsheet-based reporting and planning solutions start to break down. An annual business plan will no longer suffice since management needs more-frequent reports on sales and expenses to allocate the right resources. Rolling forecasts might be required—and the accuracy of these forecasts can have a big impact on strategic decisions. Companies might now begin adopting BI query and reporting tools to integrate data from multiple operational systems and deliver timely, accurate sales and other management reports—monthly, weekly, or even daily. Customized dashboards might be required to track key performance metrics and to personalize insights for managers. Packaged budgeting and planning applications may be implemented to replace spreadsheets and provide more control over the forecasting process.

Even for companies who are in a mature state of ERP usage, leveraging the ERP data for improving their business performance has become a necessity. This can be achieved through adoption of business performance management and intelligence tools.

## Building the Application Stack

Some organizations take a holistic view for implementing business performance management, that is, different components of the solution can be implemented separately and integrated when ready for deployment. It is highly recommended that enterprises should look at phased approach for delivering business intelligence and performance management applications.



1. The first step would be to report actual numbers and consolidated financial statements through one system. Relying on excel sheets creates reliability, audit and compliance issues.
2. Next step would be to improve planning and budgeting capabilities by implementing packaged planning solution to achieve alignment of executives towards common set of numbers, decreasing budgeting cycle time and dependence on multiple spreadsheets.
3. Having the consolidation and Planning / Budgeting in place, the final step would be to build an analysis solution with dashboarding capabilities for various set of executives –

- Operations Dashboard – KPI’s and alerts for Purchasing, Supply Chain, HR etc.
- Sales Dashboard – Demographic Analysis, Spend Patterns, Product Profitability
- Finance Dashboard – consolidated Balance Sheet, P&L, Cash flow analysis
- Executive Dashboard – Overall view of business, traffic lighting, Scorecards etc.

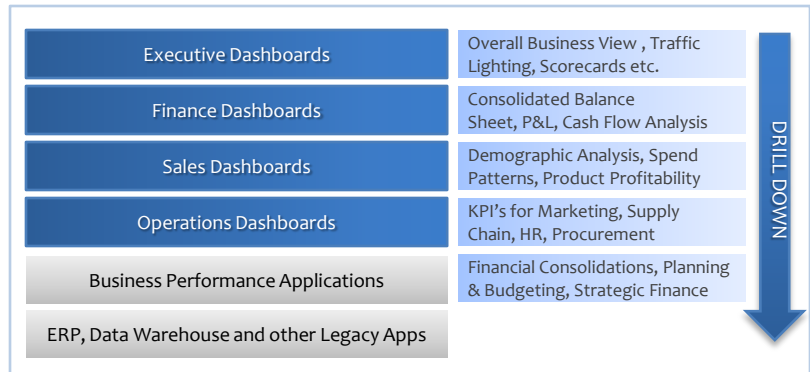




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### Best Practices

- Have a BI strategy and involve key business stakeholders
- Determine measures and metrics you can use to monitor your strategy success and value
- Embark on a common design initiative before deploying BI applications – common COA, Organization Structure, Product Hierarchies etc.
- Reduce the number of reporting applications at the source to avoid unnecessary complexity
- Simplify and improve content and delivery of information through dashboards
- Use workflow functionality to drive process and control improvements
- Integrate and standardize BI and financial applications platform



### Pit falls to avoid

- Do not over complicate the process – *“We measure too much and sometimes measure the wrong things”*
- Engage the workforce – *“We assume executives know best and lock ourselves into a set long-term course of action”*
- Do not underestimate Data Quality – *“Data Quality is important & evil and is more complex & time intensive than all assumptions”*
- Know what your partners bring to the table – *“Some activities are time consuming, but can successfully be done with experience and insight”*
- Do not go all out – *“Phased approach has more chances for giving significant ROI than full blown approach”*
- This is not the end – *“Rework BI strategy annually to fit business strategic objectives”*

### The Thirdware Advantage

Thirdware with its rich experience in Business Intelligence and Business Performance Management solutions, has helped companies to design and implement executive dashboards that provide deep insight into their business. With these executive dashboards, companies were able to identify and prioritize performance strategies by evaluating strengths and weaknesses of each business unit or department. At times, the CEO drove organizational change in order to align business units and communicated the strategy in a timely and cost-effective manner. In other cases, the change was triggered by a CFO who wanted to improve the planning and budgeting cycle or SBU Heads who needed to have a insight into metrics and performance of their business units.



ON TIME. WITHIN BUDGET.

#### Thirdware Hyperion practice

*Fast Facts*

- » Hyperion Partner since 2001
- » Successful Hyperion projects: 100+
- » 60+ certified Hyperion professionals
- » Best Implementation partner of the year in APAC since last 3 consecutive years

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