

# Fostering the Culture of Accountability

## **Three Approaches to Creating Performance Management Systems**

An Expert Series White Paper

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# Executive Summary

Maximizing performance is every business' top priority today. Companies that can clearly identify, articulate, and execute their strategic goals are well positioned to compete and succeed. To effectively achieve these goals, companies must measure and manage actual business performance against them in a highly coordinated manner. In the process, it's critically important for management to foster a culture of accountability, clearly communicating both strategy and goals, meeting all data access and information delivery requirements, and including everyone in a closed-loop process of continual improvement.

Technology is a key element in enabling that culture of accountability to succeed. Three current technical approaches based on the strategic deployment of business intelligence technology are compared in this paper:

- **Tailor-made** – solution constructed from the ground up to meet unique needs
- **Shrink-wrapped** – packaged application that allows for very limited customization
- **Framework** – modular components easily and quickly customized and maintained

## Framework for Performance Management Success

Based on a comprehensive, integrated enterprise business intelligence suite (EBIS), the technical framework approach is the best way to support successful performance management initiatives because:

- It uses technology designed for enterprise-level integration
- It assumes a customized implementation, not out-of-the-box usage

By flexibly customizing performance management solutions that are integrated into a corporation's infrastructure, a framework approach reduces risk and expense and is easily extensible and maintainable.

Just as important, this approach can substantively contribute to a culture of accountability by directly involving people at all levels in the performance management initiative, and also by making individual contributions transparent to the entire organization. The solution that accomplishes that must easily scale to meet the needs of the entire enterprise, with interfaces customizable by role in the company and easy, integrated access to any enterprise data. It must be

flexible enough to work within any performance management methodology and be easily and centrally deployed and managed, with security provided through centrally administered access privileges. A framework based on the right EBIS provides all these advantages.

Framework-generated performance management functionality should include:

- Reporting, financial reporting, and analytics for detailed analysis and auditability
- Automatic, continuous business process optimization using objective and subjective measures, closed-loop feedback, and metrics linked to project planning technology
- Tailored metric feeds from all enterprise data, via ETL for most needs and EAI when real-time feeds are required
- Scheduled or event-based alerts for solving problems in a timely manner
- Excel integration for usability and analytical power
- Mobile access for full participation regardless of location
- Forecasting and planning capabilities that coexist with or bypass cube building

### **Available – and Integrator Ready**

The most important characteristic of a performance management framework is its readiness to flexibly customize highly scalable solutions that deliver comprehensive and integrated functionality at low TCO for large deployments. Framework-based performance management solutions are available directly from certain EBIS vendors or from systems integration firms.

# Introduction: Achieving Organizational Success

In a business recovery that's tentative at best, managing business performance takes the driver's seat. Don't expect performance management to take a back seat as things get better: it's there to stay, steering companies through a future dominated by such things as accountability, regulatory and industry standards compliance, and information-endowed profitability.

Companies that can clearly identify, articulate, and execute their strategic goals are well positioned to compete and succeed. But while developing and communicating a strategy is one thing, successfully executing it is another. Fortune magazine studies show that in more than 70 percent of cases where businesses fail, it isn't the strategy but the execution that went awry. In fact, fewer than 10 percent of effectively developed strategies are effectively implemented.

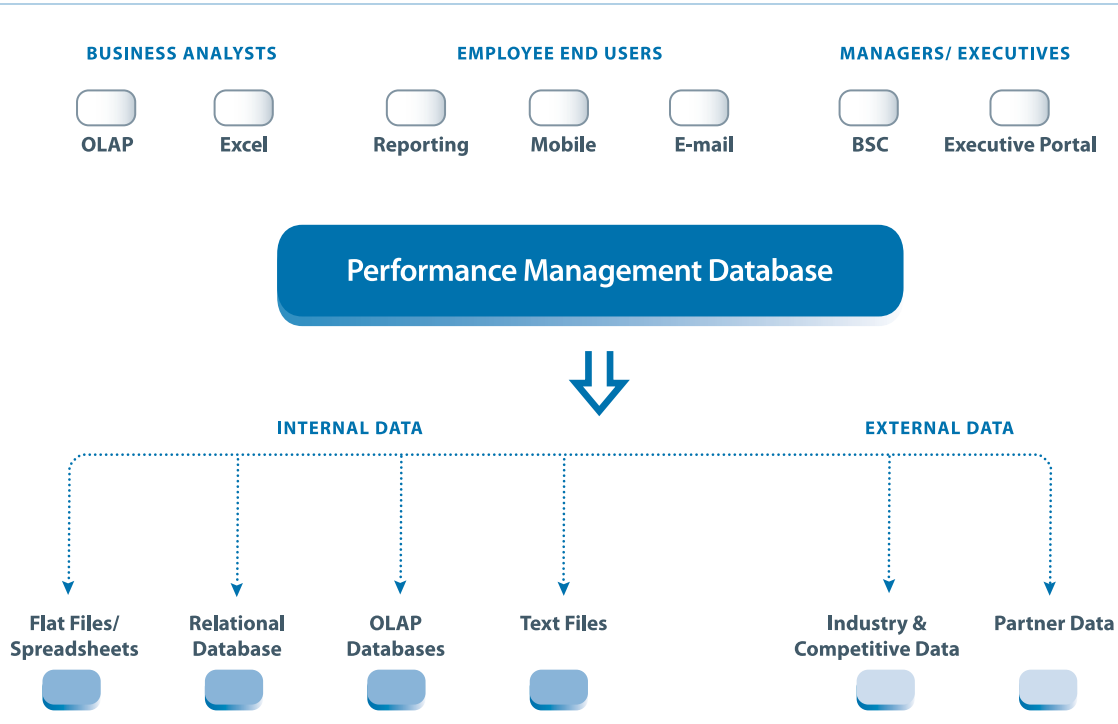
To ensure that they execute their goals successfully, companies must measure and manage actual business performance against those goals in a highly coordinated manner by:

- Clearly communicating both strategy and goals
- Fostering a culture of accountability
- Meeting all data access and information delivery requirements
- Involving as many people as possible in a closed-loop performance management process

## What Is Performance Management?

Performance management (PM) – a.k.a. corporate performance management (CPM), business performance management (BPM), and enterprise performance management (EPM) – is the sum of the methodologies, metrics, processes, and technology used to carry out the four tasks listed above. A corporate or business unit initiative, performance management incorporates both top-down and bottom-up accountability and visibility by generating tactical processes and metrics throughout the organization that roll up and directly execute the strategic goals.

Three things complete the picture. First, a measuring system allows immediate and constant review of these metrics against the goals. Second, communication is key in a culture of accountability – the “social glue” that holds it all together. And third, execution is continuously mapped back to the original strategy so everyone remembers the game plan.



A corporate performance management system should be capable of obtaining data from anywhere in the enterprise and delivering it as usable information to any type of user.

### The Full Picture, Versus the Financial View Alone

Some people believe that if you gain control over an organization's financials, you've done enough. Unfortunately, that belief is not consistent with today's business realities. Financial measurement tends to look backward, not forward (like driving while looking through the rearview mirror). It also tends to limit people's attention to the current quarter or fiscal year, rather than opening it up to the longer or ongoing view. Financial measurement often takes place in processes and technical silos whose walls are reinforced by the finance-only view. And financial measures don't tell the whole story about the organization.

Performance management and its balanced scorecard (BSC) underpinnings take a view of management that extends beyond financial control and planning to measure performance in the larger sense, beyond profit and loss. For most organizations, that means achieving control over finance, customer satisfaction, internal business processes, including the supply chain, and human resources.

Every dimension of the organization is visible and managed in a timely fashion. And since performance management's full-picture view is not limited to events after they happen, forecasting also has its place throughout the process.

### **Who Should Be Involved?**

Originally, the idea of performance management was for management to simply retrieve relevant information and run with it. But that hasn't worked very well, because as we've discovered in recent years, people generally know their own jobs better than anyone else. That means management should include as many people as possible in the measurement aspect of the process – and (many believe) even in the review cycle. If the business systems say there's plenty of inventory on hand, but someone in the warehouse knows differently, then that person should be able to correct the measurement and explain it in a comment. (See "Closing the Loop" on page 11.)

Motivation is another important reason to deploy the performance management initiative widely. Making individuals' successes or failures in meeting goals transparent to others gives teeth to the culture of accountability. No one wants to be seen (by everyone else) as personally responsible for a corporate or workgroup problem, and many want to be publicly recognized for leading the pack. These psychological factors are powerful reasons to involve everyone and can drive the requirement for maximum scalability in the technical approach taken.

In some cases, not everyone should be privy to detailed information about the company. That point of view dictates access based on detailed criteria – role, name, or hiring status, for example.

# Performance Management Technical Alternatives

Three technical approaches for providing performance management solutions currently exist. All three approaches are based on the strategic deployment of business intelligence technology:

- Tailor-made – a solution constructed from the ground up to meet unique needs
- Shrink-wrapped – a prepackaged solution that allows for very limited customization
- Framework – modular components easily and quickly customized and maintained

## Tailor-Made Approach

Nearly any medium to large organization can build a performance management solution, and companies like ABB and DaimlerChrysler have done so. All the components exist and can be purchased. Reporting and analysis systems, portals, dashboards, and integration software are in use today in many, if not most, organizations.

The most obvious advantage of custom-tailoring a performance management system to a company's unique needs is that the company gets exactly the right solution. A custom-tailored PM system can accommodate the needs of everyone (and every role) involved. And it can be changed to meet changing business requirements. In addition, by custom-building, a company can go on to implement farther-ranging functionality such as business process management and business activity monitoring – with the potential to ultimately achieve the goal of the real-time enterprise and its fully integrated, self-adjusting business systems.

The possibilities are endless. Unfortunately, the cost, time, and expertise requirements are also nearly endless and few businesses can afford such a luxury. It took 5 to 10 people at DaimlerChrysler, for example, 18 months just to develop their first BSC solution.

## Shrink-Wrapped Approach

Some vendors have created turnkey solutions that address everything from a single BSC application to enterprise performance management initiatives. Since every organization is unique, and these shrink-wrapped solutions tend to be inflexible, they don't fully meet a company's requirements. In addition, shrink-wrapped solutions may not scale sufficiently or cost-effectively enough to involve everyone in the performance management effort.

With this approach, companies purchase the performance management solution and install it. Implementation is relatively easy, but little can be done to customize the solution or change it later if requirements shift. Certain EBIS vendors have announced shrink-wrapped offerings based on the business scorecard methodology and in some cases they are also open to other methodologies. Often client/server-based, these solutions tend not to scale well and may appear affordable until such questions as scaling up are raised.

### **Framework Approach**

Because it's so expensive to build custom systems, some EBIS vendors looked for a pragmatic alternative that combines shrink-wrapped efficiency with customization and came up with a framework approach. This approach is based on a powerful, flexible, fully integrated technical framework incorporated into an enterprise business intelligence suite. Such a framework comes loaded with highly customizable components that contain performance management functionality.

Delivered to customers with the expectation that they will not be used out of the box but be part of a customized implementation, a technical framework's components enable organizations to easily and quickly assemble a performance management solution custom-fitted to their unique goals and objectives – at much lower risk and cost than building it from scratch. The framework is specifically designed to be integrated into a corporation's infrastructure, which makes it very easy and cost-effective to maintain a solution once it's built and to integrate it into future initiatives.

# Performance Management in Action: The Component Steps

Performance management is an interwoven fabric of technical and nontechnical components and processes. In this paper, we're using the balanced scorecard (BSC) methodology as a basis for discussion, although it is important to understand that a good technological solution should be capable of supporting any of today's leading methodologies.

Creating a performance management system that is based on the balanced scorecard involves achieving seven milestones:

- Enterprise performance planning (EPP)
- Linking via a strategy map
- Generating the scorecard, which includes securing the metric data and building the analytics
- Creating automated feedback loops
- Customizing role-based dashboards
- Providing alerts
- Ensuring scalability

Let's compare the three technical approaches for each milestone.

## Enterprise Performance Planning (EPP)

The strategic goals or objectives companies articulate have to be described in quantifiable terms, for example, "increase revenue 10 percent," "improve customer satisfaction by 5 percent," or "decrease backorder elapse time by 20 percent."

Each of these strategic objectives is backed up by tactical objectives that positively affect their outcome. Until recently, articulating all this was a manual process. Today, EPP workflow software streamlines and controls the planning and motivates the planners – an important consideration in busy organizations.

**Tailor-made approach.** Adding planning software means deciding upon, obtaining, and integrating the right solution.

**Shrink-wrapped approach.** Some vendors incorporate EPP technology into their offering; others have established partnerships with such companies. Are those solutions fully integrated? Either way, implementing a shrink-wrapped performance management solution means using its planning software as prescribed by the vendor, with minimal or no customization.

**Framework approach.** Some EBIS vendors incorporate EPP technology into their technical framework. An open-standards framework reduces time and effort and facilitates customization.

## Linking Via a Strategy Map

Quantified objectives are linked to make the execution of a tactical objective contribute to the achievement of a higher strategic objective. This is automated by a strategy map tool. The result is a list of strategic objectives that cascade down into the organization as far as possible with supporting tactical objectives. As an example, you can see the University of Colorado at Boulder's strategy map at [www.colorado.edu/pba/planning/stratmap/stratmap.htm](http://www.colorado.edu/pba/planning/stratmap/stratmap.htm).

**Tailor-made approach.** A company would need to create or purchase a Web-based strategy map utility, a common component of business scorecard products.

**Shrink-wrapped approach.** Strategy map linking needs to be automated and can result from the EPP effort, given sufficient integration within the performance management product offering. The challenge is to ensure that the mapping can be easily changed according to business needs, and at all levels.

**Framework approach.** Linking is similar to that used in the shrink-wrapped approach, with the exception that changing the mapping according to business needs and at all levels is absolutely not a problem.

## Generating the Scorecard

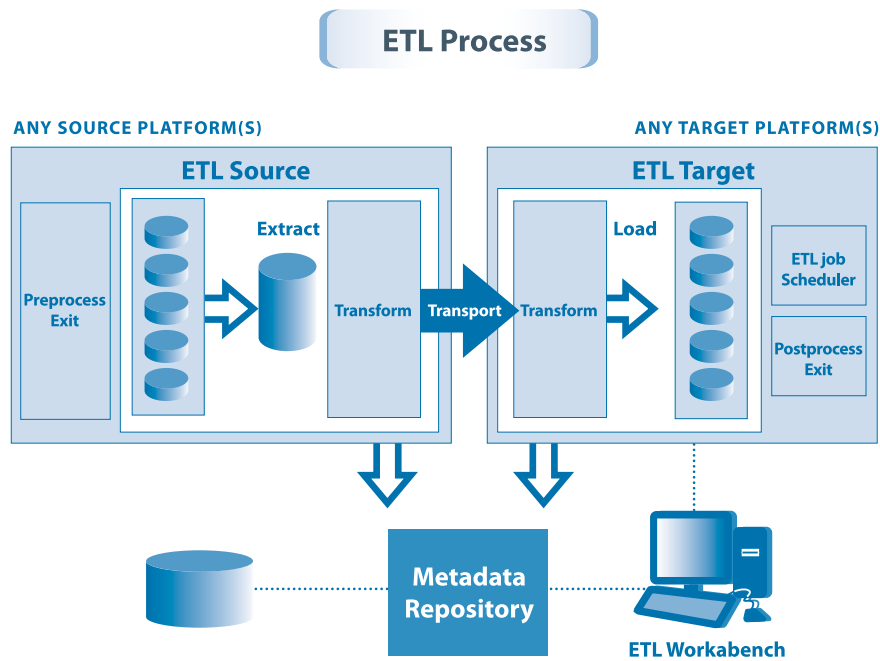
Each of the strategic and tactical objectives is assigned measures and targets so tasks can be quantified. Next, objectives are grouped or aligned along the four BSC perspectives – finance, customer satisfaction, business processes, and human resources – and loaded, with their individual metrics and targets, into a BSC or KPI-style performance management database.

To measure the execution of objectives, actual metrics need to be gathered and posted to the database. The method and frequency of this update is discretionary and specific to the business being managed as well as to the actual perspective being measured.

Analytics are also needed. Analytical applications can measure against history, identify trends, compare the business against competition or industry measures, and perform forecasting.

The business scorecard that is generated needs not just to incorporate strategy maps, but also to graphically reflect the impact of change. Collaborative tools are needed to ensure maximum communication and agreement. Full integration with BI technology is critical, and for some end users that may include real-time access to operational data. The scorecard also needs to provide access to contextual information to help people make decisions about KPIs that exceed established thresholds. Again, it is critical that the scorecard itself — and any functionality underlying the access to contextual information — be easily customized or changed as business needs change.

Posting data to the KPI database can be automated using ETL (extraction, transformation, and load) or BAM (business activity monitoring) technology and business intelligence reporting software, including scheduling and alert technology for automatically updating reports according to schedules or events. Integration technology is needed for enterprise-wide data access and loading the database, as well as for auto-refreshing – even, in some cases, in real time.



Analytical applications need to be built that massage the metric data being generated. These applications can be built according to perceived need by company management for identifying trends, comparing against benchmark measures, or forecasting. OLAP, financial reporting, and other analytical solutions could be enlisted in this effort. This could be an onerous undertaking, however, especially if new cubes have to be constantly built for OLAP applications.

**Tailor-made approach.** The sky is the limit when it comes to the effort level for accomplishing everything from the ground up. The same is true for changing the database as business needs change – especially if the scorecard solution is directly connected to an ERP system.

**Shrink-wrapped approach.** Since shrink-wrapped solutions provide a basic scorecard with set functionality, limits are set up front with very little room for customization or modification. Few if any shrink-wrapped solutions can actually access all enterprise data. For that, robust data-access capability must be incorporated into the solution. As objectives change, the data being loaded needs to change accordingly – often not a simple matter.

For analysis, shrink-wrapped offerings often come with applications that measure against history, identify trends, and provide industry comparisons. The problem is that no two companies are alike, and their needs for analysis change, often quickly. These prebuilt applications are not quickly and easily customized or modified, and modification could even depend on cubes being rebuilt.

**Framework approach.** A basic product is made available, plus an out-of-the-box portfolio of analytical reports and graphs, optimized budgeting and forecasting, and interactive strategy and initiative management. Included is a rapid application development environment for quickly and cost-effectively customizing scorecards and analytical applications.

A framework like this accelerates strategy implementation and reduces the risk of technology problems. Much of the need is met out of the box with a function-rich feature set, while still allowing for flexible customization to address a company's unique performance management requirements. The efficiency and openness of the development effort makes it easy to quickly go the extra mile and provide exactly the scorecards and applications that are needed – and to change them as business needs change – all with minimal investments of time and money.

## Closing the Loop

An effective performance management solution does more than provide upper management with a dashboard of metrics. It brings the power of KPI transparency as well as objective and subjective measures to many levels of the organization. Group managers, line managers, and even line workers should be able to see – and update – the measures for those objectives that directly apply to their function in the organization. In this way, individuals can view and analyze each objective from a measure/target perspective and take action to solve a problem.

Automated feedback loops and an update capability (with the ability to add comments) need to exist throughout the organization.

**Tailor-made approach.** Some BI technologies provide update functionality, which can be built into the performance management solution.

**Shrink-wrapped approach.** Although shrink-wrapped performance management systems may provide feedback loops, they often lack the functionality that allows individuals to actually add notes or update key measures to reflect changing business conditions or shifting strategies.

**Framework approach.** Feedback loops are normally incorporated into PM frameworks and are easily customized to allow individuals to add notes or update key measures.

## Role-Based Dashboards

Information is provided to users in a common dashboard or portal format with good user-interface capabilities that make it both useful and easy to use. With users from all parts of the organization, the user interface's look, feel, and functional set must be gradient, role-based, and customizable. Each person's objectives, while very different, are linked by means of the strategy map.

**Tailor-made approach.** If there is a corporate standard portal or dashboard, it should be utilized and integrated into the solution. Assuming widespread participation, the administration of such a user interface should be role based. The users or developers need flexibility in how information is shown or arranged in order to tailor usage to people's individual needs and preferences.

**Shrink-wrapped approach.** These solutions provide a standard interface and set of functionality for all users. But user needs can vary tremendously. Unless the dashboard is easily customized, this can present a usability problem in organizations that are working to ensure top-to-bottom commitment. The dashboard should have a wide array of easily customizable options, and shrink-wrapped solutions may not provide that array.

**Framework approach.** Most framework solutions provide a wide variety of easily customizable dashboard options, and the EBIS technologies they are built on should meet corporate portal standards and support today's popular commercial portal systems.

## Providing Alerts

Alerts, or real-time interrupt information, can be posted to e-mail or mobile devices or can be as simple as a highlighted message on a dashboard. Alerts play a large communications role in enabling an organization to stay on top of current operations.

**Tailor-made approach.** Technology that not only displays divergence from the expected KPI but alerts responsible parties is critical to the success of a performance management initiative. In fact, alert settings could be automated as part of a continuous feedback loop. Such technology exists and can be used to generate alerts based on events or data thresholds. Those alerts would need to trigger an action, whose timing and content would depend on organizational need.

**Shrink-wrapped approach.** Some solutions have an alert capability, but might not provide sufficient flexibility in changing settings, especially at the level of the individual user.

**Framework approach.** Some solutions have an alert capability, whose settings could be changed flexibly and with minimal effort.

## Ensuring Scalability

Three types of scalability should be supported: number of concurrent users, types of users, and types of applications. As these types of volumes increase, efficiency and cost issues can arise.

**Tailor-made approach.** Scalability will be determined in part by the BI technology being used and in part by the skill and experience of the development team in deploying systems to large numbers of people. Along with the question of scalability come associated issues of hardware and licensing costs, which again are driven largely by the BI vendor.

**Shrink-wrapped approach.** Systems propagated throughout large organizations may actually have to cost-effectively support tens of thousands of users and also support different types of users in different ways, with many different interfaces and analytical applications. Shrink-wrapped systems may be based on limited end-user options and on server and end-user licensing that once analyzed reveals itself as not actually prefabricated for volume.

**Framework approach.** Depending on the EBIS technology they are based on, framework solutions can provide maximum scalability and flexibility, with the potential to cost-effectively support tens of thousands of users – and to support different types of users in different ways, with many different interfaces and analytical applications. These systems can be based on virtually unlimited options and on Web server technology and end-user licensing that supports volume.

# Best-of-Breed Frameworks: What to Look For

When seeking a framework for building performance management systems, it is critically important to keep in mind several key characteristics held in common by the best.

## **Backed by a High-Quality EBIS**

An excellent performance management framework is always based on a comprehensive, integrated enterprise business intelligence suite – Web-based enterprise BI technology that provides a full range of functionality without purchasing it and gluing it together. EBIS technology good enough to support a performance management framework must supply maximum consistency, flexibility, extensibility, and scalability. And it must support multiple performance management methodologies, not just BSC, with an unlimited number of perspectives.

## **Customizability**

Unlike turnkey shrink-wrapped solutions that can significantly limit customizability, a good EBIS-based framework should be flexible and fully integrated, allowing organizations to easily assemble a complete performance management application tailored to fit their unique goals and objectives – and then maintain it and change it at will or as needed.

## **Support for More Than the Financial Viewpoint**

A performance management framework should empower organizations to manage overall – not just financial – business performance, measuring and managing the key processes that drive it in a highly coordinated and collaborative manner. Companies should be able to efficiently and cost-effectively:

- Monitor in real time the KPIs and metrics most critical to goal attainment
- Uncover critical trends in the business
- Understand what's working and what's not
- Immediately identify when and where things go off track
- Instantly take corrective action where needed

None of these process-related activities should be limited to financial control.

## **Promoting the Culture of Accountability**

A quality EBIS-based framework should promote the culture of accountability so critical to performance management success by providing maximum scalability and role-relevant usability. That makes it possible for an unlimited number of users, regardless of skill level, to participate in making the business unit or corporation's vision a reality. The net effect of this will be to make each person's performance transparent to the entire business unit or organization: a powerful motivator, as discussed earlier.

## Maximum Scalability at Lowest TCO

Performance management needs the widest and deepest possible scalability. Any framework that provides this kind of scalability should do so at a low total cost of ownership (TCO). Some vendors talk about low TCO – but finding out how that TCO holds up for larger deployments is imperative. A good source for this kind of comparison is a study recently published by Ventana Research<sup>1</sup>.

## Rich Functionality

An EBIS-based framework should deliver a foundation metric warehouse, combined with an out-of-the-box portfolio that includes:

- Analytical reports and graphs
- Optimized budgeting and forecasting
- Interactive strategy and initiative management
- Integrated feedback loops

Its feature set should include:

- Reporting, financial reporting, and analytics for detailed analysis and auditability
- Automatic, continuous business process optimization using objective and subjective measures, closed-loop feedback, and metrics linked to project planning technology
- Tailored metric feeds from all enterprise data, via ETL for most needs and BAM when real-time feeds are required
- Scheduled or event-based alerts for solving problems in a timely manner
- Native integration with other systems for usability and analytical power
- Mobile access for full participation regardless of location
- Forecasting and planning capabilities that coexist with or bypass cube building

The framework's EBIS should support different types of analysis, including simulations and scenarios, trends, data visualization, and automatic as well as editable graphing. It should be possible to compare measures with multiple targets and benchmarks and perform online analytical processing (OLAP) for quick analysis of shared multidimensional information. It should also be possible to define those measures, in detail, within the software. All these capabilities should be fully integrated within the EBIS.

Here are the functional details one would expect in a best-of-breed framework solution:

## Unlimited Data Access

Complete visibility into operations requires the ability to view and analyze all enterprise data. Breadth and depth in data-access capabilities make it possible to combine, monitor, and analyze any vital business data, regardless of format or where it resides.

<sup>1</sup> Ventana Research, "Business Intelligence TCO Benchmark: A Research Study," 2003, available from TCO@ventanaresearch.com or at [www.informationbuilders.com/about\\_us/analyst\\_reports.html](http://www.informationbuilders.com/about_us/analyst_reports.html)

### **ETL and Business Activity Monitoring (BAM)**

Robust ETL capabilities can be utilized to load the metric warehouse when low-frequency updates are required. Or, when high-frequency feeds are needed, an XML transformation engine can support a real-time BAM-style infrastructure.

### **Role-Based Dashboards and Security**

Performance-related data is presented to users in a useful, compelling, and intuitive way via a personalized portal interface. As a result, relevant information is readily accessible to those who need it – so they can easily monitor their own objectives. Access should be centrally controllable, according to role or individual, for appropriate access to and display of information. People should be able to create their own views, if desired, and save the views they create during analysis.

### **Financial Reporting**

While there's much more to performance management than just measuring financial performance, financial metrics are a crucial component of any performance management strategy. A solution should include accelerated creation of financial KPIs, as well as complex financial reports (balance sheets, income statements, P&L statements, etc.).

### **Cascading Scorecards and Defined Ownership**

Scorecards should cascade and interlink. If appropriate, an individual should be able to build their own scorecard. The framework should also allow an owner of a measure or objective to be defined, with contact information available.

### **Closed-Loop Feedback**

This capability is needed for an accurate view of both objective and subjective measures. Users should be able to input comments and update key measures to reflect changing business conditions or shifting strategies.

### **Alerts**

It should be possible to dynamically push vital performance data to Web browsers, e-mail addresses, fax machines, printers, and mobile devices on a scheduled basis or as alerts when critical conditions arise, e.g., when expenditures exceed budget, or resulting from exception analysis – so appropriate users will automatically receive information when it's needed most. There should be an alarm capability for time-sensitive alerting.

### **Forecasting**

According to Hackett Benchmarking, 76 percent of the data companies collect is lagging or historical, while just 24 percent is leading or predictive. Therefore, a lot of time and money is wasted analyzing what was done, instead of planning what should be done next. Powerful forecasting features can enhance strategic planning by enabling users to rapidly determine and predict data trends.

**Integration With Other Systems**

Excel is one example. Budgeting and other types of cost management are a key element of performance management, and over 80 percent of financial analysts use Excel as their primary planning and analysis tool. Tight integration with Excel enables analysts to continue to work in a familiar environment, while eliminating the need to re-key data into spreadsheets and the transposition errors that frequently occur during that process.

**Mobile Access**

In order to maximize the effectiveness of a performance management implementation, users at all levels of the organization – even on-the-go workers like field staff and sales personnel – must be able to consistently monitor the metrics that relate to their area of responsibility. Mobile capabilities make it easy for anyone with a handheld device to receive alerts, access Web reports, and make updates to measures when needed.

**Multiple Language Support**

The framework should provide National Language Support (NLS) and National Language Version (NLV) capabilities, especially important for global organizations, so its solutions can be fully utilized by users anywhere.

**Integrator Readiness**

Since performance management deployments generally require outside expertise and support, normally from a systems integrator, a framework should conform to industry standards and provide all the flexibility and extensibility needed by an integrator. The framework's components should be compatible with any performance management methodology, metric, or process, and at a minimum should be certified by the Business Scorecard Collaborative.

## Conclusion

Many management experts believe that the best way to manage business performance is to create a culture of accountability, in which corporate objectives are well communicated and everyone in the organization is continuously and publicly involved in measuring the results of their effort to meet those objectives. From the technology standpoint, to create a culture of accountability requires implementing a performance management solution that can:

- Handle large numbers and types of users and data
- Provide the means for clear communication, feedback, and alerts
- Be easily modified when business situations change

What do these requirements imply for the approach taken in creating such a system?

Combining Web-based components with the ability to quickly and easily customize their functionality to meet a company's unique needs provides the perfect mix of flexibility, scalability, and cost-effectiveness. A performance management technical framework nested within a comprehensive, integrated enterprise business intelligence suite can create a culture of accountability best and also lays the groundwork for all future activity. The framework approach is ideal for solutions of any size: whether the intention is to start with discrete projects or to deploy to the enterprise, risk and cost are minimized.

EBIS-based frameworks are available from certain EBIS vendors, or from their systems integration partners.

## About Information Builders

Information Builders is the leader in enterprise business intelligence and real-time Web reporting. Information Builders' award-winning technology has successfully provided quality software and superior services for 30 years to more than 11,000 customers, including most of the Fortune 100 and U.S. federal government agencies.

The company's WebFOCUS enterprise business intelligence product suite – the BI industry's most flexible and secure – has been proven capable of meeting all the reporting needs of the extended enterprise, ranging from analysts, to power users, to the widest deployments for hundreds of thousands of people. And WebFOCUS' empowerment of organizations seeking to leverage all their data by accessing it all – from legacy to data warehouse – is unmatched.

The WebFOCUS suite includes a highly extensible performance management framework for flexibly customizing highly scalable performance management solutions that deliver today's most comprehensive and integrated functionality at the lowest total cost of ownership (TCO) for large deployments.

Built to best-practice standards, WebFOCUS performance management framework technology provides all the functionality and advantages described in this document and is available directly from Information Builders or through consulting partners. More information about WebFOCUS' performance management framework is available at [www.informationbuilders.com](http://www.informationbuilders.com).

## Worldwide Offices

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- **Cincinnati,\*** OH (513) 891-2338
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