



SWISS POST

SAP® SOLUTION DELIVERS INTELLIGENCE TO HUNDREDS OF DECISION MAKERS AT THE POINT OF NEED

“With SAP BusinessObjects Strategy Management, we not only control our operations but also monitor strategic achievements in a timely manner. The application helps us run a customer-oriented and commercially successful business.”

Erich Schneider, Head of Finance, PostMail, Swiss Post

QUICK FACTS

Company

- Name: Swiss Post, Division PostMail
- Location: Berne, Switzerland
- Industry: Travel and logistics services – postal services
- Products and services: Mail delivery
- Revenue (2008): SFr2.9 billion (€1.9 billion)
- Employees (2008): 17,600
- Web site: www.swisspost.ch
- Implementation partner: SAP® Consulting organization

Challenges and Opportunities

- Provide hundreds of decision makers with timely, usable information
- Meet current and future business intelligence needs
- Create a culture of employee empowerment and accountability
- Grow sales and profitability following liberalization of Swiss mail industry
- Expand range of products and services to enhance performance and competitiveness

Objectives

- Build and implement a consolidated enterprise performance management solution with minimal customization
- Make information available and accessible in a centralized location
- Reduce the effort required for data preparation and concentrate on core analysis tasks and activities
- Use self-services to expand access to business intelligence from a few key users to hundreds of decision makers at all levels in the company

SAP Solution and Services

SAP BusinessObjects™ Strategy Management application

Implementation Highlights

- Leveraged SAP Consulting methodologies for a rapid, best-practice implementation
- Completed design, implementation, and rollout to meet 9-month deadline
- Achieved high end-user acceptance after rollout

Why SAP

- Strategic positioning of SAP software
- Ability to meet all users' needs with software from a single vendor
- Expertise of SAP Consulting and a direct link to SAP development teams

Benefits

- Leveraged intuitive interface to use 70% of functionality in 1st month
- Maximized efficiency and productivity of managers by providing personalized information of key performance metrics
- Enhanced ability of managers to monitor and manage business performance by developing 150 scorecards and 250 key performance indicators
- Integrated strategy monitoring, project reporting, and key figures in one tool

Existing Environment

- SAP Strategic Enterprise Management application
- SAP NetWeaver® Business Warehouse component

The Division PostMail of Swiss Post (Die Schweizerische Post) is transforming the challenges of market liberalization and economic downturn into a business opportunity with SAP® software that supports enterprise performance management. “We wanted to leverage technology to drive customer value and operational efficiency in order to maintain our leading market position and increase profit,” says Björn Walker, team lead for controlling development and financial systems of PostMail. “To achieve this, we needed to extend access to business intelligence from a few key users – the management board – to hundreds of decision makers at all levels and create a culture of employee empowerment and accountability.”

A large number of reports and systems prevented management and decision makers from getting the information they needed. PostMail was looking for an information platform that could support new and changing requirements, which was not possible with the existing solution. In addition, to ensure future profitability, PostMail needed to achieve a high level of efficiency, especially in a declining and deregulated marketplace.

Because of these challenges, PostMail decided to upgrade its existing enterprise performance management solution. Access to business intelligence (BI) data was limited to analysts, senior management, and the management board, and only a few key performance indicators (KPIs) were monitored. PostMail chose the SAP BusinessObjects™ Strategy Management application as the basis of its new pervasive intelligence solution to drive insight and visibility across the enterprise. The SAP NetWeaver® Visual Composer tool was used to

build dashboards, which form the central entry point for the new management information system. In addition, the company implemented integrated planning functionality in the SAP NetWeaver Business Warehouse (SAP NetWeaver BW) component to create rolling performance forecasts for transparent planning. Product and technical expertise was provided for the design and implementation of SAP BusinessObjects Strategy Management by a team from SAP Consulting, which continues to advise PostMail as needed.

Integrating Operational and Strategic Decision Making

Responsible for the delivery of letters, newspapers, and commercial mail, and processing some 15 million pieces each day, PostMail has been preparing for market liberalization by building a customer-focused business and expanding its range of products and services to enhance performance and competi-

tiveness. Its legacy enterprise performance management software, the SAP Strategic Enterprise Management application, had been used successfully for many years by senior financial staff and analysts for forecasting and reporting. PostMail wanted to take advantage of newer technology and advances in BI interfaces that would enable it to expand the number of KPIs and roll out standard reports and scorecards to a user base of hundreds of function heads and managers. The primary goal of its information strategy was to ensure that information availability and delivery would be centralized.

Information required by department managers was extracted from SAP NetWeaver BW by PostMail’s IT team, a process that could take several days. In addition to providing its managers with a detailed and comprehensive business overview, PostMail wanted to streamline and simplify this process by providing a consistent view across all functions and enable department managers to collaboratively build an integrated strategy map.

PostMail needed to give decision makers at all levels the ability to extract and interrogate contextually appropriate data and generate multidimensional, highly granular reports in near-real time. “We needed to create a pervasive, user-centric, self-service intelligence and performance monitoring environment,” says Barbara Schürmann, IT project manager at IT-Post, the operator of SAP solutions at PostMail. “We also wanted expertise on how to maximize the benefits of the solution to deliver against our current and future needs while continuing to improve functionality for users and drive down cost of ownership.”



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Björn Walker, Team Lead, Controlling Development and Financial Systems,
PostMail, Swiss Post

To meet its needs, PostMail decided to consolidate enterprise performance management with a user-friendly solution that could be implemented quickly and rolled out to a growing number of users. The division also opted to supplement the skills of its IT resources with experts from SAP Consulting to help ensure rapid implementation, user training, and rollout across the whole division.

SAP Offering Delivers Highest Value at Lowest Risk

Although a long-standing customer of SAP, PostMail evaluated solutions from other vendors. The division chose SAP BusinessObjects Strategy Management for the breadth of its functionality in a single solution that could meet its current and future needs with minimal customization. PostMail commissioned

scorecards cascading across the division and hundreds of associated KPIs,” says Walker. “SAP Consulting could provide the firsthand knowledge of SAP technology, BI expertise, and proven practices that would help us deliver quick short-term wins and a faster return on our investment. In short, SAP offered everything we needed from a single source.”

Rollout to 350 Users in Nine Months

PostMail and IT-Post’s five-strong implementation team worked with two experts from SAP Consulting to design and implement the solution within the nine-month time frame established by PostMail’s management board. “SAP Consulting provided valuable input at every stage, from concept gathering to obtaining

to define and build 150 balanced scorecards and 250 KPIs for measuring and monitoring financial and operational performance. Close collaboration, not only from a physical standpoint but also from the aspect of technical content, was one of the key factors for the successful implementation.

SAP NetWeaver Visual Composer and planning functionality in SAP NetWeaver BW were implemented simultaneously with SAP BusinessObjects Strategy Management at IT-Post and external partners, giving PostMail an integrated intelligence platform for 350 users. “The expertise, commitment, and professionalism of Patrick Küttner, a consultant for enterprise performance management for SAP Consulting, were essential to the timely go-live and success of the implementation,” says Walker.

Personalized Pervasive Intelligence

Now PostMail uploads corporate data from multiple SAP and non-SAP sources into SAP NetWeaver BW, which provides a single, consistent, and trusted information source. Data required for monitoring KPIs against balanced scorecards is extracted monthly using SAP BusinessObjects Strategy Management, giving authorized users secure, role-based access to the BI data they need.

The KPIs monitored by SAP BusinessObjects Strategy Management cover the entire business. KPIs range from new-product turnover and revenue of the top 10 customers through to sales and marketing overhead of staffing costs, service quality ratings, and the results of customer satisfaction

“SAP BusinessObjects Strategy Management allows decision makers to access the intelligence they need in seconds without assistance from IT or the controlling team. They can monitor customer behavior, identify trends, and track performance for each of our products in seconds.”

Barbara Schürmann, IT Project Manager, IT-Post, Swiss Post

SAP Consulting to work with IT-Post because of its best-practice implementation methodologies and direct links to SAP development experts. In addition, PostMail viewed SAP Consulting as the know-how leader for this application.

“SAP BusinessObjects Strategy Management was the only solution that could address our users’ complex requirements for a wide range of balanced

key stakeholder input, and helped manage the project through to user acceptance testing and going live,” says Schürmann. “The intuitive look and feel of SAP BusinessObjects Strategy Management, combined with proven training tools, meant that key staff were competent users in just 30 minutes.”

The SAP team worked closely with technical and business leaders at PostMail

surveys. Managers and analysts can drill into data to gain a granular view and combine metrics from different KPIs to produce multidimensional, cross-functional reports.

"SAP BusinessObjects Strategy Management allows decision makers to access the intelligence they need in seconds without assistance from IT or the controlling team," says Schürmann. "They can monitor customer behavior, identify trends, and track performance for each of our products in seconds."

In addition to readily accessible data appropriate to their area of responsibility, managers, team leads, and analysts receive role-based dashboards containing updates to the previous month's performance metrics extracted from SAP NetWeaver BW. Role-based dashboards, tailored to the needs of different business areas, have been created using SAP NetWeaver Visual Composer. PostMail's planning and budgeting team uses the integrated planning functionality in SAP NetWeaver BW to build continuous rolling forecasts to more accurately predict

future performance. The planning data generated by this process is totally integrated into the performance measurements provided by SAP BusinessObjects Strategy Management.

Building an Agile, Aligned, Collaborative Business

The user-friendly interface of SAP BusinessObjects Strategy Management, combined with knowledge transfer from SAP Consulting and user training by PostMail, accelerated employee adoption of the new self-service BI environment and resulted in rapid time to benefit.

"Within one month after going live we had completed rollout to about 350 people and were already using 70% of the solution's functionality," says Walker.

"Over the next 12 months we will extend access to SAP BusinessObjects Strategy Management to more users across PostMail. We are confident that within two years we will be leveraging the full 100% of its functionality to generate significant business advantage."

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