

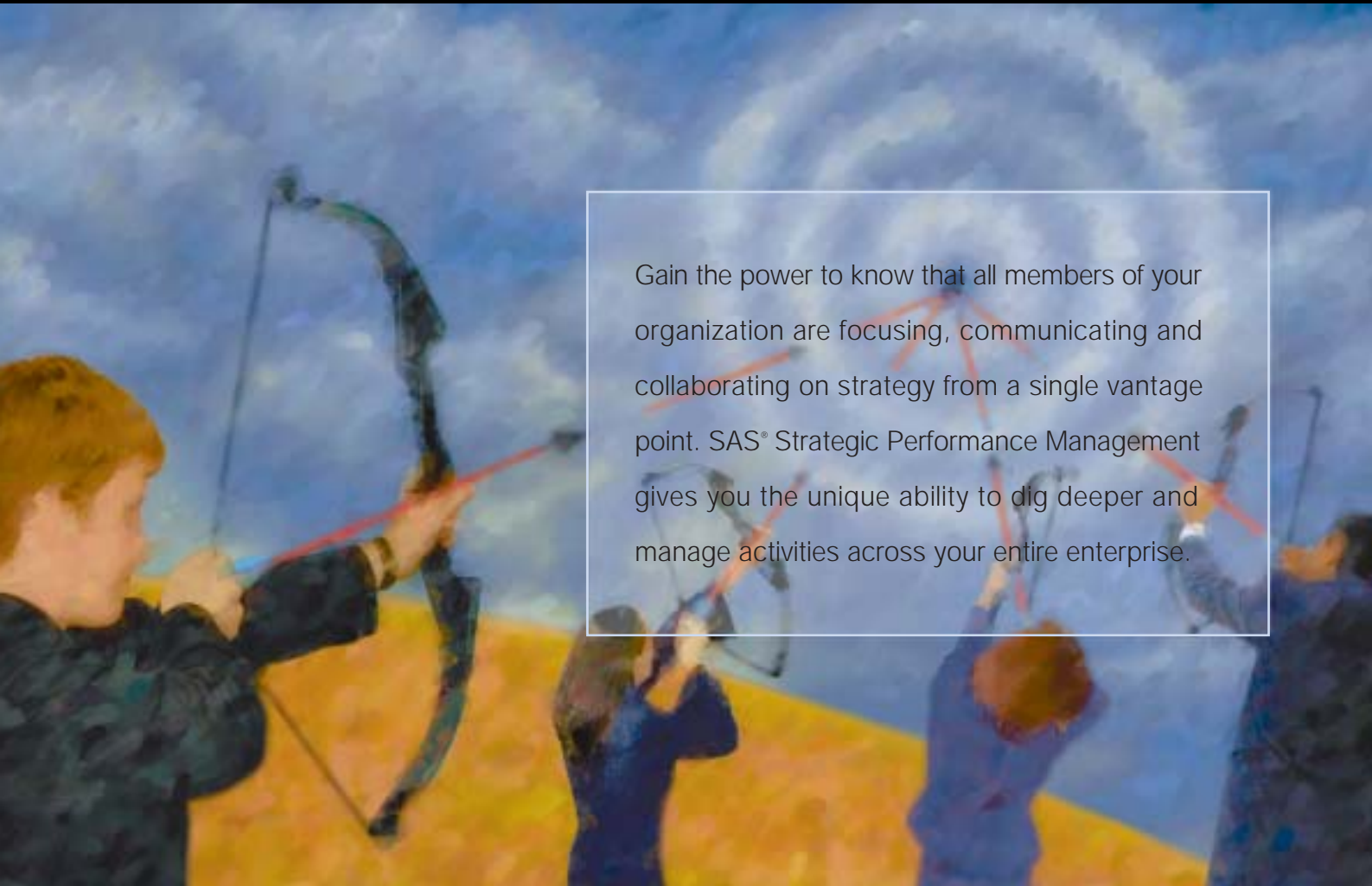


SAS® Strategic Performance Management

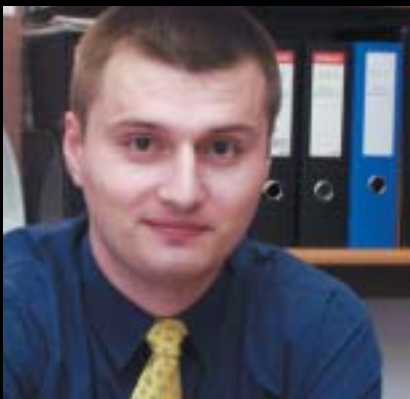
Put everyone on the same page.

Turn strategies into action. Achieve long-term success.





Gain the power to know that all members of your organization are focusing, communicating and collaborating on strategy from a single vantage point. SAS® Strategic Performance Management gives you the unique ability to dig deeper and manage activities across your entire enterprise.



Miklós Mudra
Balanced Scorecard Project Manager,
Generali-Providencia Rt.

Managing multilevel corporate performance

Generali-Providencia, Hungary's second-largest general insurer, recently identified key factors for success: dedicated management, long-term strategy, market knowledge, customer segmentation, and tactical and strategic IT systems implementation. Company executives wanted help to focus on these areas. And they wanted a solution that was easy to use, intuitive and available through a Web browser. After first introducing a balanced scorecard to track key performance indicators, the company chose Strategic Performance Management from SAS to help manage corporate strategy and monitor progress.

"As far as we were concerned, it was a case of love at first sight," said Miklos Mudra, balanced scorecard project manager. "The reliability of SAS as a partner during the project was another argument in favor of SAS." Managers now have a continuous overview of strategic developments and they can identify problems and intervene in sufficient time, drilling down to find the root causes of problems. "The real gain comes from the new organization that can be created," Mudra continued. "The new organization can see when it is time to take action and can take action across the focus areas. Only companies that are equipped to embark on a path of sustained progress, while continuously keeping in step with change, will remain competitive in the long term."

A clear picture of where you are and where you're headed

By now, your business might have a performance management philosophy already in place. But if yours is like most companies competing in today's global economy, simply monitoring financial and operational performance is not enough. Whether you've chosen an approach that uses balanced scorecard, EFQM, Baldrige or Six Sigma, you need a unique and compelling strategic management system to mobilize resources more easily and intelligently. A system that is flexible enough to adapt to your own strategy and give you a complete, balanced view of your business.

Your goal is to communicate a strategic vision to your entire work force and empower employees to execute it proactively, before events occur that demand a reaction. To stay ahead, you must draw upon your corporate knowledge to make decisions based on hard facts, not assumptions. You must analyze key performance indicators that generate shareholder value, gauge performance and drive behavior based on business strategies.

Managing strategy as a continual process

SAS® Strategic Performance Management captures your corporate strategy – no matter which management philosophy you choose – and takes it even further. It helps you integrate, distribute and analyze enterprise-wide information and then act on it – ahead of your competitors. You get clear, concise performance indicators that help you see the causes and effects of your strategy. By focusing on critical areas, you can identify the true sources of business failure, as well as the best practices that lead to future success. In short, you get a strategic heads-up to keep you on course.

Strategic Performance Management is the only solution flexible enough to integrate with any performance management framework for a 360-degree view of your business. You can mix and

match concepts and ideas, changing them as your business evolves. Most importantly, our solution is backed by the broadest arsenal of tools available, including award-winning analytics for forecasting, predictive modeling and data mining – all from SAS. We've been in the knowledge business for a quarter-century, and we'll be here over the life of your investment.

But it doesn't stop there. Our solution not only helps you define strategy and key performance indicators, it also lets you dig deeper into the results to answer the question, "Why?"



FOCUS Focus



An integrated solution that spans intelligence across your enterprise

Find out not only where you are and where you need to go, but also what it takes to get there. Strategic Performance Management exchanges information with other business solutions across your organization—solutions from SAS and other vendors for managing customer and supplier relationships, IT, finances and human capital—to form an integrated suite of software that works together intelligently. And it provides the tools you need to measure, monitor and manage operations consistently across the enterprise. We're experts at linking all the critical areas of your business—from your people, your processes and your infrastructure.

Strategic Performance Management is the driving force behind the *only* integrated suite of intelligence solutions from a single vendor that facilitates both strategic *and* operational decision making.

Strategic Performance Management lets you:

- Track, measure and execute your corporate strategy.
- Share information across your organization for quick and efficient action.

- Tap the collective knowledge of your employees and unleash each person's potential.
- Create a single version of the truth that cascades or escalates to any level of your enterprise, wherever it needs to surface.

With a map to plan your journey

Strategic Performance Management works the way you do, using technology to help you do things faster, smarter and more easily. Its intuitive environment lets you adapt your unique management strategy to any framework. A template based on a balanced scorecard gets you up and running quickly. In fact, our solution has been certified by the Balanced Scorecard Collaborative, established by the co-founders of the balanced scorecard system.

Create and maintain a map of key performance indicators from the top of the organization to the bottom, including every level in between. Then pass this information to a knowledge base so everyone in your organization can see and understand how activities relate to each other and how they affect your strategy.

With a compass to keep you on course

Knowledge is not restricted to numerical data. To get a complete picture of cause-and-effect relationships you need to combine structured information—data—with unstructured information—text. A collaborative Web environment lets you interact, share results and capture your corporate personality. You can launch other SAS applications to drill down directly on hidden problems, ascertaining why they exist and how to solve them. Armed with the facts, you can collaborate with colleagues to plan and act strategically. And distribute different views of key internal processes with strategy maps, documented strategic objectives, measures, targets and initiatives.

Through customized user portals, you can designate which information and reports you'd like to receive, and when and how you'd like to get them—via e-mail, Web, mobile phone or personal digital assistant. Strategic Performance Management delivers your corporate compass in an interactive environment—with hyperlinks, simple traffic lighting and management of complex e-mail threads to provide a clear viewing path.



Driving your overall enterprise strategy

And a knowledge base for exploring new opportunities

Go beyond data distribution. Strategic Performance Management helps you leverage your intellectual assets and analyze data in new and different ways to anticipate business trends and develop hypotheses. And it enables IT professionals to fully automate and personalize the collection and distribution of knowledge across the organization without sacrificing control.

To achieve this versatility, our solution employs proven SAS technology that combines data from disparate systems into one information repository and fine-tunes it for decision making. With this knowledge base, IT professionals can simplify, organize and audit every byte of information that flows through your enterprise—at whatever pace your business requires. At the same time, users can receive automatic alerts or early indicators of excellent or poor performance so they can identify and correct problems before they affect results.

Strategic Performance Management helps you map your journey for success, navigate on a focused course and explore new opportunities along the way. At the same time it serves as the launching pad for digging deeper and finding the facts behind the figures. It gives you an instant snapshot of how everything in your enterprise fits together and sends a strategic heads-up about potentially harmful events before they occur.

And SAS takes you a step further than any other vendor. By combining Strategic Performance Management with other SAS solutions, you can assess the value of all your resources. Gain a true measure of overall success by calculating the value of intangibles like employee morale and technology and correlating those measures with tangible information from across your enterprise. Get intelligence you can act on. Automate the collection of data. Demystify business issues. Focus on the things that count. Collaborate and share your knowledge—and see the resulting gains in profitability.

As part of an integrated intelligence solution, Strategic Performance Management then feeds newfound knowledge back into your operational processes to make sure everyone is working in sync and heading toward common goals. The result? A steady finger on the pulse of all the measures that add real value to your organization. Strategic Performance Management—turning strategies into action for long-term success.

For more information about Strategic Performance Management visit us on the Web at: www.sas.com/strategic



Communicate



The SAS® Intelligence Advantage

Today, organizations must focus scarce resources on the strategies most likely to yield success. SAS can help you achieve this focus.

We leverage the investments you've already made in operational systems and applications by adding a layer of intelligence you can't get anywhere else. SAS solutions and services empower your organization to transform raw data—from any source and across every channel—into vital intelligence about customers, suppliers, your organization, and the overall performance of your enterprise. We call it SAS Intelligence, and we deliver it through our industry-leading data management and analytics.

Because all SAS solutions rely on the same open, extensible framework—the Intelligence Architecture—it's easy to link individual solutions and leverage existing technology to produce reliable information that decision makers can act upon with confidence.

Whether you're focused on one facet of your business or committed to improving performance throughout the enterprise, SAS Intelligence can help you maximize profitability, minimize risk and achieve competitive advantage.

Solutions from SAS, the world's largest privately held software company, are used at more than 40,000 business, government and university sites around the world. Customers include 90 percent of the Fortune 500. For 25 years, SAS has been giving our customers *The Power to Know*®. For more information, visit us at www.sas.com

Collaborate Collaborate





Moving in one direction as a global team

With customers in over 40 countries and operations spread across 16, Quaker Chemical's management had known for some time that employees felt disconnected from overall strategies. The Pennsylvania-based manufacturer needed a better way to gauge metrics and review human resources data from locations around the world—all in an effort to make Quaker Chemical a premier place to work, to improve financial performance and to continue offering quality products. So the company adopted a balanced scorecard approach for performance management and turned to SAS to help drive their strategy. SAS Strategic Performance Management integrated data from global offices and across departments to generate the kind of business intelligence that promotes confidence and teamwork.

"SAS is a critical component for us to get to where we want to go, to become one global environment, and to start moving in one direction as a global team... From our strategy to our sales, manufacturing, financials and human resources—everywhere in the business that we need to dig deeper, look at information and make decisions—SAS plays a part."

Tom Baker

Manager of business intelligence
and development
Quaker Chemical

"We see Strategic Performance Management as an essential communication tool to take our corporate strategy down through the end layers, giving each key associate a clear picture of our goals and direction," says Tom Baker, manager of business intelligence and development. "The beauty of Strategic Performance Management is being able to pull from multiple data sources—survey data vs. financial data, HR data and sales data from SAS data warehouses—without integration issues. The ease with which we can do this is a huge factor for us."





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