Cognos & Chevron: IBM Cognos 8 Performance Management for use with SAP® applications On-Demand Webinar

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Operator: Good day and welcome to today's Web conference titled Embracing and Enhancing Investments in SAP Applications, the Chevron Experience. During today's event all participant lines will be muted to prevent background noise. Today's even is being recorded.

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Thank you for joining today's Web conference titled Embracing and Enhancing Investments in SAP Applications, the Chevron Experience. It is my pleasure to turn the event over to Mr. Bob Corson, Business Executive IBM Software Group. Bob, you may go ahead.

Bob Corson: Thank you very much and thank you everyone for joining today in what will prove to be a very interesting and informative Webcast.

Today we are joined by Chevron, one of the world's largest integrated energy companies who will share with you their unique insight and experience in implementing IBM Cognos software with for use with their SAP applications.

To start things off I'm very pleased to be joined by Karen Kirby who is an IBM Cognos market executive, specifically focuses on SAP applications. So with further ado, I would like to pass it over to Karen.

Karen Kirby: Thank you, Bob and thanks to everyone for joining us today. I'll lead off talk a little bit about IBM Cognos 8 Business Intelligence and Performance Management for use with investments in SAP applications.

I'd like to start today's presentation by looking at some industry trends. We've seen in some of the analysts' research that business intelligence has been identified as the number one CIO priority over the last four years.

We're looking at a recent CIO study done by IBM's Institute for Business Value. This is addressing what CIOs think are necessary to enhance competitiveness. And again, we see that business intelligence and analytics top the list.

We also looked at how the turbulence of the current economic climate has impacted IT organizations. In this tech-target study of SAP professionals 52% indicated that the economic climate has increased the demand for information.

And not just for information but accurate information. And in these organizations this is on top of the projects and initiatives that were already planned.

And finally, this is some recent research published by the Corporate Executive Board which outlines the finding that's very striking. Economic downturns accelerate industry reordering.

It more than doubles the likelihood that a firm will significantly change its industry ranking. Firms that make it into the top quartile during a downturn may sustain their market premium for an average of three years.

What we'll be talking about today is how to improve global processes and systems to not only survive and thrive in the short-term but emerge more competitive and potentially with a sustainable industry lead.

Forward-thinking organizations are pursuing information lead transformation to generate more revenue, lower costs, reduce risks and predict future outcomes with greater confidence to ultimately optimize performance.

And that starts by maximizing all global data assets from SAP and non-SAP sources, then establishing a flexible information platform, applying analytics to optimize decision making and finally building an information agenda that drives enterprise performance.

And that, you know, that sounds great but what's the complexity of satisfying those business demands? So across every organization when you look at the questions that you need to answer to run your business, how are we doing, why and what should we be doing?

And when you look across a global organization and across all the functional and business areas, so from the executive across the functional areas and then reaching into different reporting tools and applications and into all of the systems in a global enterprise, it's complex and satisfying.

One, the information demands and two, you know, actually, you know, verifying that you can present that single view of the truth across the organization.

Our solution is the IBM Cognos 8 platform to satisfy this complexity. It is purpose built to deliver the foundation to increase business adoption of information across the global enterprise and the solutions while both improving the efficiency and effectiveness of the IT organization.

There are four key areas where we look delivering differentiated value to our customers. One is our ability to access all data assets both SAP and non-SAP through optimized consistent interfaces. And then it's not just about the data it's about delivering trusted and consistent information to the business.

And third with consolidated system management capabilities we enable IT to deploy, manage and scale their solution as user communities grow.

And finally we're built on a proven SOA foundation, first released to the market in 2003 to deliver all capabilities to the broadest user community and to adapt to shifting information demands.

So the IBM Cognos 8 platform provides the ability to embrace, enhance and extend your investment in SAP technology and applications and providing the capabilities which can be used with your SAP applications.

To one, securely display IBM Cognos 8 BI content within an SAP NetWeaver portal. You can run the IBM Cognos 8 environment on an SAP NetWeaver Web application server.

We provide the capability to embrace the business warehouse accelerator across all IBM Cognos 8 performance management capabilities. We can extend access to data from the SAP NetWeaver business warehouse across all IBM Cognos 8 performance management capabilities.

And finally extend access to data from the SAP Business Suite and SAP R/3 across all performance management capabilities. So taking a look at the IBM Cognos 8 for interoperability with the SAP NetWeaver components.

The Cognos software certifications include the enterprise portal iViews, the SAP Web application server, the SAP ERP central components 6.0 and the OLAP (at the) interfaces. These are all recertified annually and the enterprise portal iViews is currently in the process of recertification.

So we look at how IBM Cognos 8 delivers unique performance advantage for your investment in your SAP solutions. It's a single integrated complete platform for performance management.

And it provides an integrated platform is inherently provides lower TCO because it eliminates any redundant software, hardware, personal associated with the different systems. It's a consistent roadmap focused on innovation building on this integrated platform.

You can increase business agility, reduce time to decision through a business user self service. Its data source agnostic providing broad heterogeneous application and data support across your global enterprise and the flexibility to adapt to an evolving infrastructural landscape.

And finally, patent-pending technology and tight integration with SAP NetWeaver through optimized MDX access to the business warehouse and maximizing existing structures and BEx queries.

And Cognos provides a purpose built platform to support best-practice standards aligning finance operations and IT. From an IT perspective you can deliver timely, trusted information in a way that fits your existing IT infrastructure.

On the finance side we provide you with better stewardship and ownership over performance management processes while having the capabilities and empower the business users. And for the business providing the capabilities that satisfies the wide range of information demands.

So delivering performance management across the global enterprise, you know, there's no restrictions. You can connect to anything and use

everywhere in your SAP environment. So regardless of how you've implemented SAP, multiple instances, multiple countries, we can access your entire SAP landscape.

It's immediately available today. So providing the lowest TCO - lower TCO through integrated platform, et cetera and there's no limitations. So extending the value across the entire enterprise and Chevron will talk to you today about what they're doing with Cognos in there SAP environment.

And with that I'd like to turn it over to Daisy Woodhams and Sharon Maxon to talk about their implementation with Cognos in their SAP environment.

Daisy Woodhams: Hi, thank you, Karen. My name's Daisy Woodhams. And so - I know you don't see - you are not doing what you're supposed to be doing, where'd it go. So I know that you don't see a picture of me but, you know, how some people hate doctors? Well I hate photographers. And this gives you the freedom to visualize.

My position to date is as senior VI design architect working mainly with BW. My background is 30 years of plus experience with various financial systems both inside and outside Chevron.

In fact, I was first involved with SAP as a Chevron business analyst back in 1992. I then moved to a more technical configuration role where I was involved with multiple business unit installations of our SAP R/3 systems.

I began my BW career in 2000 with version 1.2 and the learning has never stopped. In addition to my design architect role, I am also the design lead and the technical manager for the procurement project.

Sharon Maxon: Hello, my name is Sharon Maxon. A little bit about me. After 12 years at Quaker Oats I started at Chevron as a global category analyst for the consumer package goods category in 2001.

I've had various assignments in the past 8 years, including an (unintelligible) assignment in London and a one-year assignment in Houston. In my current role I manage a team of two other people.

One, (Gwen Pickie) is a procurement professional and the other person has background in some of Chevron's systems. Together we represent procurements needs to Daisy and her team, contribute to development, develop communication and training materials and train the user base.

We also manage the project through Chevron's project management process. This includes recommending the best strategic direction and developing the business case and project plans for managements endorsements. And now back to Daisy.

Daisy Woodhams: As most of you know Chevron is an integrated oil company. We're the second largest U.S. integrated oil company in the world. But we are more than an oil company. We're an energy company. And in fact, Chevron is the largest producer of geothermal energy in the world, as well as an installer of solar energy through out the United States.

In addition, we are in partnership with public and private companies for research in emerging fuels such as biofuels and hydrogen.

Our size of over 67,000 employees world-wide and our diversity in a 100-plus countries creates a wide variety of opportunities. This global reach means we work with people from many cultures and with a variety of backgrounds.

To be an oil company means we must first find and produce oil and we produce a lot of it, 2.53 million barrels per day. And yes, this gives us a lot of net income. However we must spend all of that in finding more oil.

So although we made nearly $24 billion last year, we spent $22 billion of it looking for oil. It can take five to ten years to bring oil and oil-find into production. All of this looking creates and supports jobs outside of Chevron. In fact, nearly 70,000 jobs in California alone.

Now that you know a little bit about Chevron I'd like to talk a little bit about our IT group. Our IT group supports the Chevron business strategy and this group supports our complete value chain from exploration to marketing and is integral to our business success.

We have vast amounts of data. So we have nearly 7000 terabytes of corporate storage. And if we look at a (unintelligible) project they create vast amounts of data, 350 petabytes worth.

Or stated another way if we put this data on CDs they'd reach 652 miles high or how about traveling between San Francisco and San Diego. To handle this data there are more than 10,000 servers around the world.

So yes, Chevron is a large company with a vast amount of data and systems supported by global IT groups. And we've made significant gains in efficiencies and productivity with automation and standardization in the last decade.

So what's next? We need to transform that data pool into information to enable better and faster decisions by our management. One way that we're

doing this is with a data warehouse built with SAP BW. However, it is not our only data warehouse and with over 9000 active BW users they have data needs outside of BW.

So first I want to share with you an overview of our BW system. We are on NetWeaver 7.0. And I believe our BW environment is fairly typical in that we have a three-tier system consisting of development, (QA) and production.

What is not typical is that is a single BW system for all of Chevron. I would stop short of saying it's a true enterprise data warehouse but it does include data from all our major ERP systems. These R/3 systems contain over 37 terabytes of financial information.

BW does have other data sources, some of which use direct connection while others are from flat files.

So what happens to all this ERP data? Well, BW has over 15,000 extracts both of which are run nightly. And much of that data is transaction data as most of yours is probably as well.

And this goes to over 650 cubes in data storage. As the result the system is 15 terabytes and is growing by about 1% per month. We do use most of the SAP query tools. The query designer is dominant with most of the reports being displayed in Excel.

The system has 9000 active users with over 14,000 users defined to the system. As impressive as these numbers appear, there's been slow acceptance of BW outside the finance organizations, particularly operations and the infrequent user.

The most common complaint is the steep learning curve and it is not intuitive or easy to use and this has become a deterrent to the casual user.

So how can we improve the acceptance of the data warehouse and deliver more value? IT undertook a nine-month study on BI reporting tools and some of the requirements included we wanted a Web-based zero footprint system.

This would mean that if you were a BW user the (unintelligible) would not be needed. It had to work well with BW. It had to work with the SAP portal. It must leverage BW queries and all the BW structures. These structures include R/3 hierarchies and stored report structure.

It had to leverage the BW accelerator. It had to have an intuitive user interface for the casual user and for the developer. It had to be a tool with robust functionality and a consistent development interface.

We were looking to cut development time and thus reduce cost. And a bonus would be to have self-serve reporting. It had to work with multiple data bases and data sources such as SQL Server, Oracle and even Excel.

Not only do we have many warehouses but like other companies we have Excel. So everyone has their truth and thus there's no single source of truth for the whole enterprise.

We had to have a robust and modern graphing engine as we had a growing demand for dashboard and metric reporting to enable quick decision making. The result of this study which was released late in 2008 was the selection of Cognos as Chevron's BI standard reporting tool.

So since then we've deployed several applications using Cognos including our chemical project. That project went live in February this year and uses Cognos for several management dashboards.

These dashboards incorporate data from other systems as well as using what we consider special graphics such as Sparklines since we were not able to do those before.

Our procurement project which also went live in February uses Cognos for management reporting and includes dashboards. In addition, this application excess was both BW and non-BW data and incorporates that data together in report. But I'd like to talk a little bit more about that later.

We created a BW operational dashboard for our own internal use. It helps us monitor data loads and system performance and is available every morning. And lastly HR recently requested a dashboard prototype showing some demographics, employee skills, age, et cetera.

So I've mentioned our procurement project that we went live with in February and I wanted to dive into some details. But before we get there I'd like to give you just a little bit of background. The procurement project was kicked off in September 2008 with a design based on having Cognos as the main reporting tool.

We began our development as a virtual machine in November 2008 with the metadata model and our BW Cognos reports. Our initial go live was February 2009, included six Cognos reports for management including drill-downs and drill-throughs and all those wonderful things and free BW reports for analysts.

So that was the timeline and here was the team. The Technical Team included two BW back-end developers who created the BW (tubes) and transformation and two presentation developers.

The presentation developers were responsible for the Framework Manager models as well as the BW and Cognos reports. One person knew BW reporting tools, but none of the team knew Cognos.

Our training included the Cognos CBT and several of the Cognos courses on reporting and Framework Manager. However, none of the courses topped the best practices of BW. Not too surprisingly much of the time was spent working with the business on report design, not the actual development of the reports.

All the Cognos reports included in the general go live were created and tested in less than two months by people with no Cognos experience. This was the confirmation that we had selected wisely and we could shorten the project timeline.

In addition to developing the application we had to develop SAP Cognos best practices that took into account the complexity of SAP, the complexity of BW and the business process itself. Now I want to turn over to Sharon who will discuss the business aspect of the procurement project.

Sharon Maxon: Chevron's procurement organization, partners with Chevron's business units to manage more than $30 billion in purchases with service and material suppliers. Through our category management process we managed to spend in major categories at a global, regional and local level.

The category management process includes identifying where the company is spending with multiple suppliers when the category could be strategically sourced and contracted with one supplier or a limited number.

Category managers also manage the strategic supplier relationships and the major contracts and international master agreements. Procurement needs to monitor how contracts are being used, how transactions are being processed and which business units are utilizing which suppliers.

As mentioned, Chevron is a global company with operations in more than 100 countries. The company has grown through acquisitions and mergers over the past 130 years. So we have multiple SAP, JDE and other ERP systems. And the configurations of these systems vary.

It's not feasible for a global analyst to map into each ERP and then understand its unique characteristics well enough to accurately pull the data themselves. Category analysts often request data from each business, wait for it and then put it together and/or ask the supplier for a report of our spend.

I first joined Chevron as a global category analyst and then I managed a group of 12 category analysts. So I've lived through this problem. We need to see all of this spend together in order to manage it.

Seeing the total picture requires a lot of time and effort. Having current data at our fingertips would help us quickly identify opportunities and act on them promptly. We would rather be in the position of knowing more about the supplier than they know about us.

As a solution to this problem we've embarked on a Cognos-based reporting system that gives us visibility to spend from the four major SAP systems and soon the 23 JDE instances.

We are also incorporating Dun & Bradstreet data for parent company hierarchy, industry codes and other data. We've also created our first Cognos report based on contract data and plan to do more. Daisy will talk more about the technical details of this solution in a moment.

The system went live in February 2009 for pilot testing by about 12 individuals from across the organization. We started sharing it more fully across the organization in July with 1-1/2 years of spend data from the four largest SAP instances.

Training sessions with users typically take less than an hour and focus on understanding the data and the data scope rather than navigation. Users are excited by the report designs because they realize the amount of time and effort required to generate a report that now takes minutes.

Not only can they see spend from across several ERP systems, they can also see Dun & Bradstreet data within the same reports. Spend and Dun & Bradstreet data are important alone, but seeing them combined is even more valuable.

Users and management have been very supportive. So we have several enhancements on tap for next year. These enhancement will require Cognos because they require reporting (disparate) systems together in a user-friendly interface.

The Programming Team is currently adding spend data from JDE which includes Angola, Nigeria, Kazakhstan, Thailand and other key upstream locations outside the U.S.

Once this data is in we'll be able to say we have most of the enterprise covered. We'll be doing more communication and training sessions to reach these users over the next couple of months. And now back to Daisy.

Daisy Woodhams: Thank you, Sharon. Now that you have some background BW at Chevron and the procurement project from a business point of view, I'd like to go into some of the technical details behind the procurement project.

The data requirements for procurement includes historical and current detail data plus summary data for trend reporting. If the data is no longer available in BW drill back the source systems for the detail is needed.

That data is from many ERP systems plus non-ERP such as Dun & Bradstreet and our own e-Procurement system. And as usual we need both transaction and master data to meet our reporting requirements. This graphic shows the overall procurement design from sources to output.

So I'm going to start at the top left and work my way down. There are four SAP R/3 systems and 23 JDE systems from around the world. This simplified diagram does not show all the BW targets or processes which are part of procurement.

However, there are 13 data stores used to stage the transaction data to the cubes and are loaded nightly on a delta basis. This data is then moved into three detail cross cubes. To give you a volume reference we average about 10

million records per month at the detail level. We also have a summary cube for trend reporting which averages about 1 million records per month.

Master data from those same systems plus the Dun & Bradstreet data is also loaded into BW. Most of the master data from the ERP systems are again loaded on a nightly basis.

The D&B data is loaded into three data stores prior to movement to master data and this is a quarterly process with the data being sent back between BW and Dun & Bradstreet.

To make life more complicated we also have an e-Procurement system which is the beginning of the procurement business process. So there's master data we need from this system. It is loaded into BW to allow for a broader audience rather than just accessing using Cognos since not all of our BW users are Cognos users.

We also developed a couple of Cognos reports that access e-Procurement directly and I believe Sharon made reference to these earlier. These reports have become a huge success. Procurement has always had this requirement that the reports could not be done prior to our acquisition of Cognos.

We added a drill-through to the detail information and we are now considering drilling through to BW-based data.

The procurement project uses BW reports to define the metadata to Framework Manager. We do not access BW cubes directly with Cognos as we need master data associated with the transactions and not just cube-based data.

The BW reports are focused reports rather than a single report with all the available fields. It meant we had more reports, but it also meant that we had better performance.

We defined the calculations and structures in BW and pulled them through to Cognos. All BW cubes used by procurement are accelerated using the BW accelerator which greatly improved our query response times.

We are currently using Report Studio for all our Cognos reports. This is basically due to our quick timeline. We did not feel we could deliver if we had to learn all the Cognos studios. We know there's a need for the other studios and they will be included as we continue on our procurement journey.

So what does this system look like? This is our procurement portal page which is built within the SAP NetWeaver Portal. There's a separate team responsible for this application.

The BW team working with the business is responsible for the design of the portal page and the specifications is then handed off to the portal team to implement them.

The procurement users access this page from a link on the procurement share point site. This link takes them directly to the SAP portal tab and eliminates keystrokes. More importantly procurement remembers the procurement site, but they don't always remember the SAP portal link.

The procurement site includes training materials as well as system and report documentation. And as you will note the SAP portal also has a link back to this documentation by clicking in the upper right-hand corner on the Documentation button.

Now to the body of the page. The left side of this page lists the Cognos reports which are grouped by purpose while the right-hand side makes the BW reports available to analysts. This means all procurement reports can be accessed from this single location.

By leveraging the existing SAP Portal we were able to quickly integrate Cognos reports into an environment that was familiar to our users while leveraging the existing security mechanisms. By the way, we do have single sign-on through the SAP portal and Cognos does (inherit) theft security from BW.

So now that you've seen how we get there, this is a typical prompt page that we have in the procurement area. We try to keep the prompt page as similar as possible for ease of use. So the system header on the top left links the system documentation. The report header on the top right links to the report documentation.

So now that we know how we can find documentation to use the system, we have the prompts. The prompts are always grouped so that required and optional fields are easily identified. The hierarchies for date and organization are standard throughout the application and are generally required.

But as you can see here that's not always the case as the organization is an optional field. Just as a note, the cost center hierarchy contains approximately 200,000 values from four different R/3 systems.

In addition to these standard prompts, additional ones are available including searches by vendor name or supplier names. The search by name displays a list of all suppliers which contain the search characters.

This search feature is up front and thus not hidden. It is intuitive to the user. Explanations of what to do are included with the prompt. This is especially useful to the casual user or the users who may not know the data nor how the data is stored. And in fact they should not have to know. Again, this was not possible prior to our use of Cognos.

So now that I've got past my prompt page and I've executed the report, again for ease of use most of the procurement reports follow a few standard layouts, again based on the purpose of the report.

This one is the most common and is a single-structure report. This means there are calculations in the columns and a list of suppliers or other characteristics in the row. The columns are identified in the BW metadata and past the Cognos via the Framework Manager.

There is drill-down for hierarchy-based fields such as year and organization if they're available on the report. A similar report is available using the Dun & Bradstreet hierarchy. However, in this case the drill-down is to subsidiaries if possible.

Note there's a Go To button available on the right side of each line. Again, the casual user does not need to search for where to find more reports. This button lists a set of reports available from this report for drill-through. These drill-through reports received the parameters for the line selected. If there is no drill-through report, this button is not displayed.

So if I want more information I would go to the Go To button and if I clicked it I would then see this list. This pop-up list is the drill-through list that is available based upon the report that I was on.

As you can see there are three possible reports that I can select. All parameters from the line selected on the previous reports, the supplier and the dates, are passed to the receiving report. So let's say I want to display the dashboard which is report number two on this list.

I click the underlined report name just like all other Internet applications and I see the drill-through dashboard report. This dashboard was not a customer requirement at project inception.

In fact, the business did not even know it was possible to put multiple graphs and formatted textual data together on a single view because they've never had this type of data available to them before.

The project team believed procurement would want dashboards and metrics in the future given what other customers were demanding. The team also wanted to learn Cognos dashboard techniques.

So the IT Team designed this dashboard and presented it to the business as a bonus. Before Cognos this would have been more difficult if not impossible to do. But with WYSIWYG and easy to learn development tools, and a single tool at that, this report was possible. As on all reports the header links to documentation.

So let us review what this dashboard is showing starting again at the top left of this report. We see first the Chevron's supplier information which came into BW as master data from any one of the ERP systems. It could have been the four R/3 systems or it could have been one of the 23 JDE systems.

The center of the report has Dun & Bradstreet information while the right side is a summary of the spend information. This summary information mirrors some of the data on the initial report, but provides additional data including PO accounts, SO accounts and averages of purchases.

The graphs at the bottom of the page are simple bar graphs with the data presented in different slices. At the current moment they are not dynamic. But that has been requested as well as drill-through to more D&B data. As a result of this attempt procurement is asking for metrics and more dashboards, particularly based upon the D&B information.

So I'd like to leave you with these key points. Cognos has been a success with both the development teams and the business. Ease of use has been a common thread voiced by both. Remember to develop an SAP Cognos best practices, Cognos with BW is not the same as Cognos with Oracle or with SQL server.

To learn and understand how BW and Cognos work together and leverage their strengths to maximize their combined value, together they are a good partnership and result in applications accepted by users and have those users requesting even more. I would define that as a successful project.

So what is the future of procurement at Chevron? Procurement (users) like what they see and they get excited about the possibility of adding more to it. We have a vision of becoming one-stop shop for supplier information.

In the one solution - in the one situation of category managers they don't need to log into multiple applications. This not only meets one of our strategic IT goals which is to reduce the number of systems being maintained, it also makes our procurement users more efficient and effective in meeting their business objectives.

Our only problem is prioritizing all these great ideas to develop and optimum plan for next year.

So what is the future of Cognos at Chevron? I believe it is a bright future. We want to upgrade to 8.4 because we're currently on 8.3 by the first quarter of 2010. This will give us some additional functionality including Go Dashboard and Data Lineage.

Other business units have heard about the procurement project and have requested access to Cognos. They are looking at Cognos as a reporting tool on top of existing applications as well as pulling data outside those applications and including it as part of their reporting solution.

The BI Team has been very busy trying to meet the procurement project requirements. We need to explore the other tools within Cognos including the other studios. We want to rule out both Query Studio and Analysis Studio where appropriate.

We also want to take a look at Transformer and PowerCube and learn their capabilities. Our goal is to do this research and to make recommendations by the third quarter of 2010 from both a procurement and a general BI point of view. So Bob, do I turn this over to you for questions?

Bob Corson: Yes please. Thank you very much, Daisy and Sharon, fantastic presentation. So just a reminder to all those on the phone to please submit your questions using the question-and-answer feature within your browser. So the first question that we have is for Daisy and Sharon if you can please just recap - (sorry) read it here, "recap the changes you've experienced now that you're using Cognos."

Daisy Woodhams: Repeat that, Bob. You clicked out there for a moment.

Bob Corson: "If you could recap the changes you've experienced now that you're using Cognos."

Daisy Woodhams: I think from a development point of view the same people and everything are about the same. The change management has been dramatically reduced because we don't have so much training and stuff going on. And that has been a really big boon to us.

Sharon Maxon: From a user point of view we're able to reach more users with more user-friendly reports. They can get to more data faster and easier than they have had - have been able to get to in the past.

Bob Corson: The other question that we have is, "What are you going to do with the large number of (work folks) you have in five years as (text analyzer) is transitioned?"

Daisy Woodhams: That's a loaded question. We don't know because we've not seen all the things that SAP is now coming out with to transition from where we are to where they are going to be in the future. So we have not even started planning for that because SAP has not released their migration terms yet.

Bob Corson: I'm sorry. I'm just going through some other questions here. The other question we have is, "Are you using Dun & Bradstreet to rationalize suppliers via the (Duns) number? Do you have standard commodity categories in each ERP system and are you using Master Data Management to do so?"

Sharon Maxon: We're using Dun & Bradstreet to - not completely, but partially roll out like

                 suppliers into their parent company level. We're using - I'm sorry, it was a

                 three-part question. I didn't catch the...

Bob Corson: (Unintelligible) codes.

Sharon Maxon: We are using industry codes to view the data for the standard industry codes.

                 But we also have a - we say MGC, material group code, as part of our system.

                 And that's a Chevron proprietary system designed based on the kinds of

                 materials and services that we purchase.

                 We don't currently have a Master Data Management solution for suppliers. All

                 of the (instances) have their own master data separately. Did I answer the

                 questions?

Bob Corson: Yes. The next question you have is, "What did you do to establish the data

                 connection from Cognos 8s to the SAP business warehouse? Specifically,

                 that's what drivers, plug-ins or anything that you have to install."

Daisy Woodhams: I'm not aware that we had to do any special driver installs. They hooked up

                 BW to Cognos in less than an hour and it included all the software and

                 everything else. So it was painless on our part.

Bob Corson: The next question we have is, "Are you achieving single sign-on to both

                 Cognos and SAP business warehouse when you authenticate via the SAP

                 NetWeaver Portal?"

Daisy Woodhams: Yes, we are. The single sign-on validates both Cognos and SAP and then

                 when they run the Cognos reports it instant validates into BW.

Bob Corson: Okay. Just a reminder to those on the phone, to please continue submitting
                     your questions via the question-and-answer. We've got time for a couple
                     more. "Could you describe how you keep any changes in BW in sync content
                     that you have within Cognos?"

Daisy Woodhams: Well, I must admit I'm not the latest and greatest person for doing all the
                     deployments and transports. In fact, we make sure that the transport that's
                     going up to BW that supports Cognos go first before the Cognos reports go
                     and they are usually about a half hour behind each other.

Bob Corson: Thank you. And we had another question with respect to access to the
                     presentation. The Webinar will be available for replay and we'll get everyone
                     the URL to do so.

                     There's also a question here, "What application is used to extract, transform
                     and load the data to Framework Manager from Source Systems?"

Daisy Woodhams: There isn't a data - we don't use Cognos right now to load data into
                     PowerCube. It's just a dynamic link into those systems. So there's no
                     transformations that we're doing on data loads into Cognos cubes.

Bob Corson: Thank you. And just to add to that question, it was touched on by Karen Kirby
                     at the outset. When you're using IBM Cognos to connect to the business
                     warehouse it reads metadata. There is no hard movement of data required.

Karen Kirby: And I will also say that's the same as when we hook up to our e-Procurement
                     system. There's no movement of data between that Oracle system and
                     Cognos. It's merely a dynamic read.

Bob Corson: There's another question here, "What BI reporting tools did you use before
                Cognos?" And that's just a repeat of the information you had in one of your
                slides.

Karen Kirby: Right. We were basically using the Query Designer which is an SAP tool.
                And we're pulling it typically in Excel which would be under normal
                conditions text. We have used a few of the Web application designer.

                But we've not used much of it because we felt it was a tool that was difficult
                to use. And we have not used the other tool for Report Designer to any degree
                of SAP and neither the new tools that are coming out. So our focus is Query
                Designer right now.

Bob Corson: Okay. Thank you. So with that (unintelligible) a little bit short on time. There
                are a couple other questions posted that unfortunately we didn't get to. We
                will do our best to answer those and follow up with your after the Webinar.

                But with that I would like to thank very much Daisy Woodhams and Sharon
                Maxon for your insight. I would also like to thank Karen Kirby. And to
                everyone who attended the Webinar, thank you very, very much. And we will
                follow up with you with additional information on both the CIO study as well
                as links to replay for the presentation. Operator, over to you.

Operator: This concludes today's conference call. You may now disconnect.

                            END