

Peter Lohmann, Business Analytics Solution Architect  
IBM Schweiz AG

# Fundierte Einsichten gewinnen - mit dem CFO Dashboard









## Volatilität, Ungewissheit und Risiko



“  
...weniger als 15%  
aller CFO's sind davon  
überzeugt, dass sie  
über die nötigen  
Informationen für  
zukünftige  
Entscheidungen  
verfügen... ”

- CFO Executive Board, März 2012

# Die Unternehmenssicht hat „blinde Flecken“

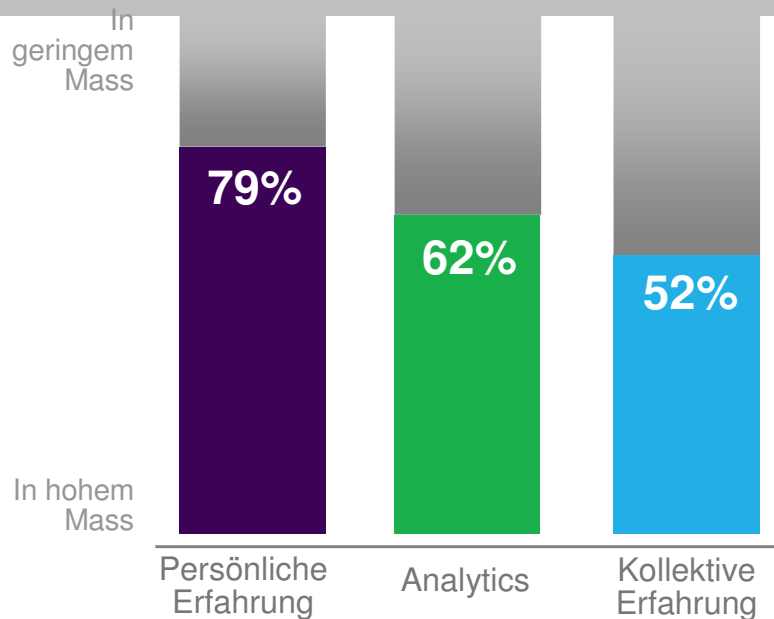
**1** von **3**

Führungskräften fällt geschäftskritische Entscheidungen ohne fundierte Informationen zu haben

**53%**

aller Entscheider fehlen wichtige Unternehmensinformationen, um ihre Arbeit richtig zu unterstützen

Faktoren, die zur Entscheidungsfindung beitragen



- Die „richtigen“ Informationen stehen nur in beschränktem Umfang für Entscheider oder Mitarbeiter zur Verfügung
- Beschränktes Reporting aufgrund von schwer integrierbaren Datensilos
- Das aktuelle, IT-zentrierte Servicemodell ist zu teuer, ineffizient und skaliert nicht
- Business Analytics wird nur in begrenztem Umfang und nicht organisationsübergreifend eingeführt und eingesetzt

# Unternehmen kämpfen mit struktureller Komplexität und haben Mühe, relevante Einsichten zu gewinnen

## Herausforderungen

Fast

40%

der Unternehmen bereiten Finanzkennzahlen manuell auf (50% sogar operative Kennzahlen)

Über

35%

der Unternehmen haben keine gemeinsame Reportinglösung und 50% haben keine gemeinsame Planungsplattform

Nahezu

50%

Ihrer Zeit verbringen Finanzabteilungen mit transaktionalen Tätigkeiten

In mehr als

25%

aller Unternehmen gibt es keine gemeinsam definierten Daten und Prozesse







# Die Herausforderung: Entscheidungsfähigkeit erhöhen – Ausblick statt Rückblick!

## Kernfragen

- Was ist passiert?
- Wie viele, wie oft?

- Wo liegt das Problem?
- Warum passiert das?
- Was müssen wir tun?

- Was geschieht als Nächstes?
- Was passiert, wenn der Trend weitergeht?
- Welches sind die Chancen und Risiken?

### Rückblick

### Blick auf die Gegenwart

### Ausblick

## Beispiele

- Bilanz, Gewinn- und Verlustrechnung, Cashflow Reports
- Soll-/Ist-Analyse hinsichtlich Aufwand und Ertrag

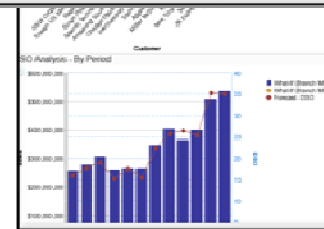
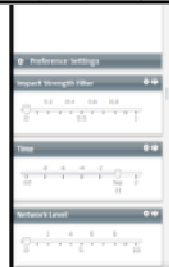
- Kunden-, Produkt- und Marktprofitabilität,
- Aufwandsoptimierung
- Analyse des Betriebskapitals
- Markt-, Kunden- und Kanalpreisgestaltung
- Verkaufs- und Supply-Chain-Effizienz

- Cash Forecasting
- Szenario-basierte Planung und Forecasting
- Faktengestützte strategische Investitionsentscheidungen
- Volatilität, risikobasierte vorhersagende und verhaltensbasierte Modellierung

# IBM Smarter Analytics Signature Solution — CFO Dashboard Bestandteile



Vorkonfigurierte Berichte, Planungsmodelle und predictive Analytics auf Basis von IBM Cognos BI, IBM Cognos TM1 und IBM SPSS Modeler



Account	Actual	Budget	Variance
Assets	\$1,200,000,000	\$1,200,000,000	\$0
Liabilities	\$800,000,000	\$800,000,000	\$0
Equity	\$400,000,000	\$400,000,000	\$0



# IBM Smarter Analytics Signature Solution — CFO Dashboard

## Bestandteile



Vorkonfigurierte Berichte, Planungsmodelle und predictive Analytics auf Basis von IBM Cognos BI, IBM Cognos TM1 und IBM SPSS Modeler



### Basis des Informationsmanagements

Data Warehouse

Datenintegration

Quellsysteme — ERP, G/L, Legacy-Systeme

# IBM Smarter Analytics Signature Solution — CFO Dashboard

## Bestandteile



Vorkonfigurierte Berichte, Planungsmodelle und predictive Analytics auf Basis von IBM Cognos BI, IBM Cognos TM1 und IBM SPSS Modeler



### Performance-Messung und Überwachung

#### Integrierte Analytik

- Performance-Schwächen für kritische KPIs ermitteln
- Ursachenanalyse aufgrund von ermittelten kausalen Zusammenhängen
- Evaluierung der Auswirkungen von alternativen Szenarien
- Unterstützung einer effizienten Entscheidungsfindung



Leistungsstarke Analytik für mehr  
Transparenz, Einsicht und Kontrolle über die  
Performance



### Basis des Informationsmanagements

Data Warehouse

Datenintegration

Quellsysteme — ERP, G/L, Legacy-Systeme



# IBM Smarter Analytics Signature Solution — CFO Dashboard

## Bestandteile



Vorkonfigurierte Berichte, Planungsmodelle und predictive Analytics auf Basis von IBM Cognos BI, IBM Cognos TM1 und IBM SPSS Modeler



### Predictive Analytics

#### Zeitliche / kausale Modellierung

Ermittlung von kausalen Zusammenhängen

- Bewertung von Lead-Lag-Indikatoren
- Abhängigkeitsgrad zwischen Kennzahlen bewerten
- Dynamik der Treiber von Messgrößen evaluieren



### Performance-Messung und Überwachung

#### Integrierte Analytik

- Performance-Schwächen für kritische KPIs ermitteln
- Ursachenanalyse aufgrund von ermittelten kausalen Zusammenhängen
- Evaluierung der Auswirkungen von alternativen Szenarien
- Unterstützung einer effizienten Entscheidungsfindung



### Leistungsstarke Analytik für mehr Transparenz, Einsicht und Kontrolle über die Performance



### Basis des Informationsmanagements

Data Warehouse

Datenintegration

Quellsysteme — ERP, G/L, Legacy-Systeme

# IBM Smarter Analytics Signature Solution — CFO Dashboard

## Bestandteile



Vorkonfigurierte Berichte, Planungsmodelle und predictive Analytics auf Basis von IBM Cognos BI, IBM Cognos TM1 und IBM SPSS Modeler



### Predictive Analytics

#### Zeitliche / kausale Modellierung

Ermittlung von kausalen Zusammenhängen

- Bewertung von Lead-Lag-Indikatoren
- Abhängigkeitsgrad zwischen Kennzahlen bewerten
- Dynamik der Treiber von Messgrößen evaluieren



### Performance-Messung und Überwachung

#### Integrierte Analytik

- Performance-Schwächen für kritische KPIs ermitteln
- Ursachenanalyse aufgrund von ermittelten kausalen Zusammenhängen
- Evaluierung der Auswirkungen von alternativen Szenarien
- Unterstützung einer effizienten Entscheidungsfindung



#### Leistungsstarke Analytik für mehr Transparenz, Einsicht und Kontrolle über die Performance



### What-if Analyse

#### Scenario-Planung

- Modellierung von multi-dimensionalen Geschäftsstrukturen
- Evaluierung der Auswirkungen von alternativen Annahmen
- Sofortige Berichte zu alternativen Szenarien



### Basis des Informationsmanagements

Data Warehouse

Datenintegration

Quellsysteme — ERP, G/L, Legacy-Systeme



# Finance Scorecard Quadrant

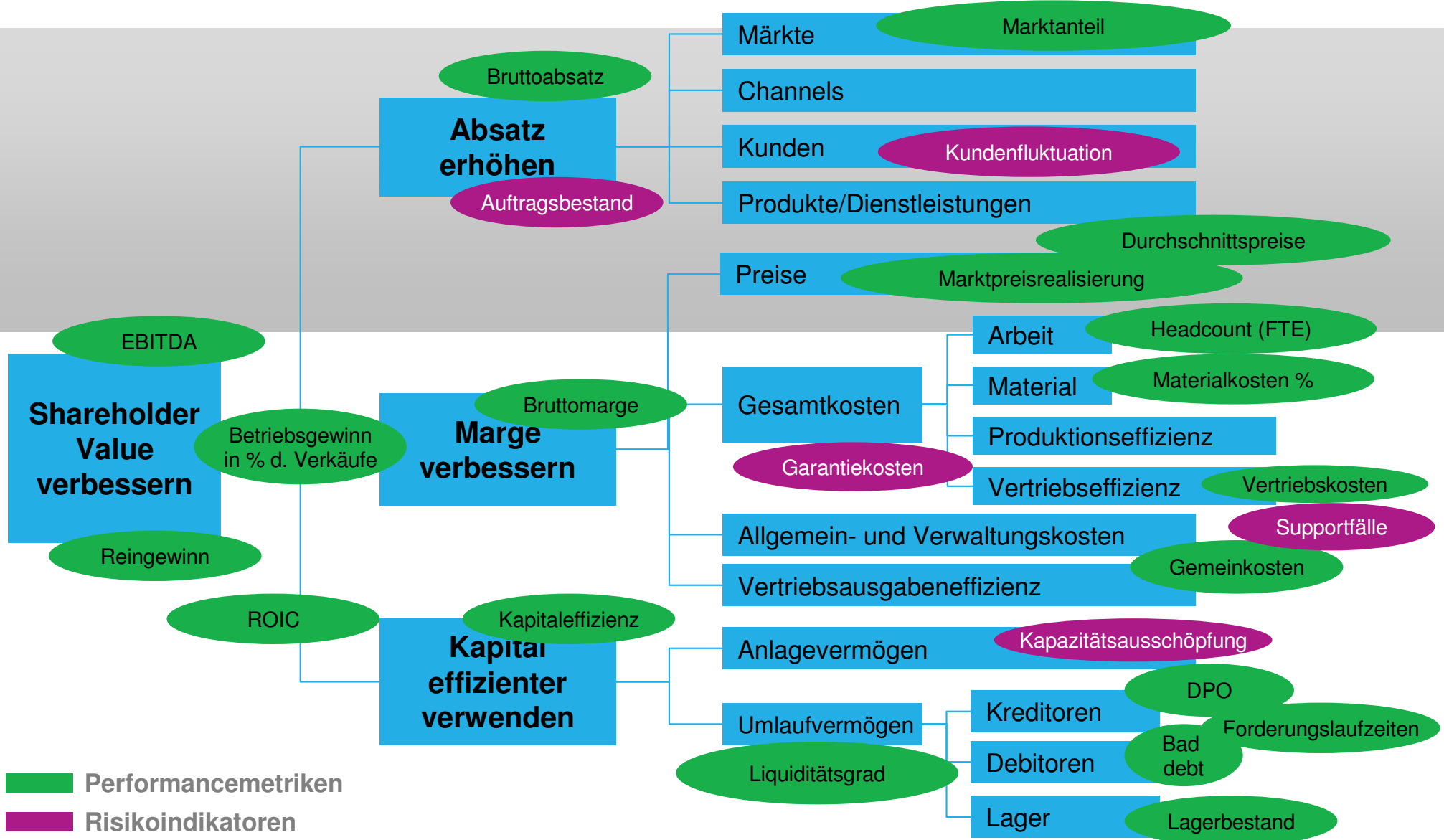
<b>Finanzmanagement</b>	<b>Operatives Ertragsmanagement</b>
Erfüllen wir die Erwartungen der <b>Aktionäre/Kapitalgeber</b> ?	Unterstützen wir das <b>Ertragswachstum</b> effizient?
<b>Operatives Aufwandsmanagement</b>	<b>Kapitalmanagement</b>
Verwalten wir die <b>Betriebskosten</b> effizient?	Verwalten wir das <b>Anlagevermögen und das Betriebskapital</b> effizient und sind wir in der Lage, zukünftig einen höheren Ertrag zu generieren und das Aufwandmanagement zu straffen?

# IBM CFO Dashboard: Finance Scorecard-Messgrößen —19 KPIs!

Finanzmanagement	Operatives Ertragsmanagement
<ul style="list-style-type: none"> <li>▪ EBITDA</li> <li>▪ Reingewinn</li> <li>▪ ROIC</li> <li>▪ Betriebsgewinn (in % der Verkäufe)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Bruttoabsatz</li> <li>▪ Durchschnittlicher Verkaufswert/Einheit</li> <li>▪ Preisniveau</li> <li>▪ Marktanteil</li> </ul>
Operatives Aufwandsmanagement	Kapitalmanagement
<ul style="list-style-type: none"> <li>▪ Vertriebsgemeinkosten</li> <li>▪ Bruttomarge</li> <li>▪ Materialkosten (in % der Verkäufe)</li> <li>▪ Distributionskosten (in % der Verkäufe)</li> <li>▪ Personalbestand</li> </ul>	<ul style="list-style-type: none"> <li>▪ Kapitaleffizienz</li> <li>▪ Liquiditätskoeffizient</li> <li>▪ Forderungslaufzeiten (DSO)</li> <li>▪ Verbindlichkeiten</li> <li>▪ Lagerbestand</li> <li>▪ Abgeschriebene Forderungen</li> </ul>



# Werttreiber: 19 KPIs und 5 KRIs im Abhängigkeitsbaum



Finance

Company Logo

ERP/source web  
Link to ERP/source web interface

CFO Home

Portal

Reportliste

Dashboard Reports

Finanz-reports

What-If Analysis

IBM

Executive Dashboard

Actual vs Budget vs Forecast

Ampel-indikatoren

Measuring Period: [Dropdown] Business Unit: All Businesses Measuring Currency: Report Currency  
 Geography: All Geographies Country: All Countries Company: All Companies

Financial Management	2011 Fiscal YTD		2011 Full Fiscal Year			Rolling 12 mo. Fcst	Trends	Risk	TCM
	Actual	Target	Budget	Forecast	Variance				
EBITDA	\$99,958,803	\$90,500,917	\$139,151,262	\$121,463,095	-13%	\$119,227,086			
Net Income	\$43,506,230	\$38,406,045	\$59,386,062	\$42,599,047	-28%	\$41,879,335			
ROIC	15%	12%	12%	2%	-9%	9%			
Operating Profit%	39%	39%	39%	34%	-5%	34%			

Operational Revenue Management	2011 Fiscal YTD		2011 Full Fiscal Year			Rolling 12 mo. Fcst	Trends	Risk	TCM
	Actual	Target	Budget	Forecast	Variance				
Gross Sales	\$418,367,062	\$413,674,560	\$632,399,040	\$590,339,683	-7%	\$582,282,307			
Avg. Sales Value/Unit	\$747	\$692	\$691	\$748	8%	\$748			
Price Realization	60%	56%	56%	60%	4%	59%			
Market Share	95%	95%	96%	96%	0%	96%			

Operational Expense Management	2011 Fiscal YTD		2011 Full Fiscal Year			Rolling 12 mo. Fcst	Trends	Risk	TCM
	Actual	Target	Budget	Forecast	Variance				
SG&A%	21%	21%	21%	27%	7%	27%			
Gross Margin%	60%	59%	59%	61%	2%	61%			
Material Cost%	20%	20%	20%	19%	-1%	19%			
Distribution Expense%	5%	5%	5%	9%	4%	9%			
Inventory count	6,352.0	6,405.0	6,397.0	6,402.0	0%	6,384.0			

Operational Management	2011 Fiscal YTD		2011 Full Fiscal Year			Rolling 12 mo. Fcst	Trends	Risk	TCM
	Actual	Target	Budget	Forecast	Variance				
Capital Efficiency	\$9	\$7	\$9	\$9	1%	\$8			
Quick Ratio	32.3	32.3	33.6	34.3	2%	37.5			
DSO	29.2	29.4	50.1	56.8	13%	27.3			
Days Payable	18.0	17.5	21.9	30.9	41%	16.2			
Days in Inventory	12.7	12.5	15.3	15.5	1%	11.4			
Bad Debt Write-off	\$1,732,948	\$1,853,660	\$2,470,406	\$2,866,504	16%				

Reportliste

Finanz-reports

"What-if" Analyse

Risiko Indikatoren

Metrik-trends

Predictive Analytics



Company Logo

[Link to ERP/source web interface](#)

Portal  
 Name ↕  
 Finance Scorecard Metrics

Dashboard Reports  
 Name ↕  
 Financial Management  
 Operational Revenue Management  
 Operational Expense Management  
 Capital Management

Financial Reports  
 Name ↕  
 Cash Flow  
 Balance Sheet  
 Income Statement

Name  
 What-If Analysis  
 Setup  
 What-If Analysis - DSO  
 What-If Analysis - Product Sell

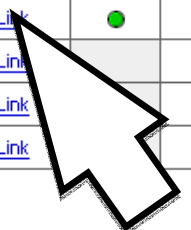
Measuring Period: YTD Business Unit: All Businesses Measuring Currency: Report Currency  
 Geography: All Geographies Country: All Countries Company: All Companies

Financial Management	2011 Fiscal YTD		2011 Full Fiscal Year			Rolling 12 mo. Fcst	Trends	Risk	TCM
	Actual	Target	Budget	Forecast	Variance				
EBITDA	□ ◇ ●→ \$99,958,803	\$90,500,917	\$139,151,262	\$121,463,095	-13% ■	\$119,227,086	<a href="#">Link</a>		□
Net Income	□ ◇ ●→ \$43,506,230	\$38,406,045	\$59,386,062	\$42,599,047	-28% ■	\$41,879,335	<a href="#">Link</a>		□
ROIC	□ ◇ ●← 15%	12%	12%	2%	-9% ■	9%	<a href="#">Link</a>		□
Operating Profit%	□ ◇ ●→ 39%	39%	39%	34%	-5% ◆	34%	<a href="#">Link</a>		□

Operational Revenue Management	2011 Fiscal YTD		2011 Full Fiscal Year			Rolling 12 mo. Fcst	Trends	Risk	TCM
	Actual	Target	Budget	Forecast	Variance				
Gross Sales	□ ◇ ●→ \$418,367,062	\$413,674,560	\$632,399,040	\$590,339,683	-7% ■	\$582,282,307	<a href="#">Link</a>	■	□
Avg. Sales Value/Unit	□ ◇ ●→ \$747	\$692	\$691	\$748	8% ●	\$748	<a href="#">Link</a>		□
Price Realization	□ ◇ ●→ 60%	56%	56%	60%	4% ●	59%	<a href="#">Link</a>		□
Market Share ⚠	□ ◆→ ○ 95%	95%	96%	96%	0% ◆	96%	<a href="#">Link</a>	●	□

Operational Expense Management	2011 Fiscal YTD		2011 Full Fiscal Year			Rolling 12 mo. Fcst	Trends	Risk	TCM
	Actual	Target	Budget	Forecast	Variance				
SG&A%	□ ◇ ●→ 21%	21%	21%	27%	7% ■	27%	<a href="#">Link</a>	■	□
Gross Margin%	□ ◇ ●← 60%	59%	59%	61%	2% ●	61%	<a href="#">Link</a>		□
Material Cost%	□ ◇ ●← 20%	20%	20%	19%	-1% ●	19%	<a href="#">Link</a>		□
Distribution Expense%	□ ◇ ●← 5%	5%	5%	9%	4% ◆	9%	<a href="#">Link</a>		□
Headcount ⚠	□ ◇ ●← 6,352.0	6,405.0	6,397.0	6,402.0	0% ●	6,384.0	<a href="#">Link</a>		□

Capital Management	2011 Fiscal YTD		2011 Full Fiscal Year			Rolling 12 mo. Fcst	Trends	Risk	TCM
	Actual	Target	Budget	Forecast	Variance				
Capital Efficiency	□ ◇ ●← \$9	\$7	\$9	\$9	1% ●	\$8	<a href="#">Link</a>	●	□
Quick Ratio	□ ◇ ●← 32.3	32.3	33.6	34.3	2% ●	37.5	<a href="#">Link</a>		□
DSO	□ ◇ ●← 29.2	29.4	50.1	56.8	13% ■	27.3	<a href="#">Link</a>	●	□
Days Payable	□ ◇ ●→ 18.0	17.5	21.9	30.9	41% ●	16.2	<a href="#">Link</a>		□
Days in Inventory	□ ◇ ●→ 12.7	12.5	15.3	15.5	1% ●	11.4	<a href="#">Link</a>		□
Bad Debt Write-off	□ ◇ ●← \$1,732,948	\$1,853,660	\$2,470,406	\$2,866,504	16% ■	\$2,858,174	<a href="#">Link</a>		□



# Company Logo

ERP/source web

Link to ERP/source web interface

FO Home

Portal

Name  
[Finance Scorecard Metrics](#)

FO Financial Analysis

Dashboard Reports

Name  
[Financial Management](#)  
[Operational Revenue Management](#)  
[Operational Expense Management](#)  
[Capital Management](#)

FO Financial Reports

Financial Reports

Name  
[Cash Flow](#)  
[Balance Sheet](#)  
[Income Statement](#)

What-If Analysis

Name  
[What-If Analysis](#)  
[Setup](#)  
[What-If Analysis - DSO](#)  
[What-If Analysis - Product Sell](#)

[Back to default entry](#)

## Balance Sheet

Select Year: 2011

Select Scenario: Actual

Currency: Report Currency

Geography: All Geographies

Country: All Countries

Company: All Companies

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
<b>ASSETS</b>								
Cash and Cash Equivalents	\$50,418,693	\$50,122,573	\$55,157,194	\$61,182,624	\$62,870,526	\$68,300,626	\$64,957,248	\$63,575,76
Accounts Receivable	\$11,979,854	\$16,426,563	\$15,507,413	\$12,457,007	\$15,190,886	\$12,680,244	\$22,272,903	\$31,173,81
Bad Debt Allowance	\$4,148,430	\$4,483,416	\$4,814,499	\$5,106,226	\$5,415,701	\$5,762,077	\$6,103,236	\$6,416,52
Receivables	\$7,831,424	\$11,943,147	\$10,692,914	\$7,350,781	\$9,775,185	\$6,918,167	\$16,169,668	\$24,757,29
Inventory	\$2,986,880	\$3,594,367	\$3,387,012	\$3,118,967	\$3,384,618	\$3,062,086	\$4,055,255	\$4,664,67
Current Assets	\$61,236,997	\$65,660,087	\$69,237,120	\$71,652,372	\$76,030,329	\$78,280,880	\$85,182,171	\$92,997,73
Property, Plant and Equipment - Cost	\$41,575,919	\$44,696,124	\$47,938,154	\$51,189,810	\$54,307,851	\$57,560,307	\$60,785,860	\$64,030,67
Accumulated Depreciation	(\$1,851,384)	(\$1,982,175)	(\$2,113,302)	(\$2,229,564)	(\$2,359,364)	(\$2,473,775)	(\$2,632,424)	(\$2,817,71
Property, Plant and Equipment	\$39,724,536	\$42,713,949	\$45,824,852	\$48,960,246	\$51,948,487	\$55,086,531	\$58,153,437	\$61,212,96
Assets	\$100,961,533	\$108,374,036	\$115,061,972	\$120,612,618	\$127,978,816	\$133,367,411	\$143,335,608	\$154,210,69
<b>LIABILITIES</b>								
Accounts Payable	\$4,328,095	\$4,958,052	\$4,961,101	\$4,397,849	\$4,978,736	\$4,388,306	\$6,020,357	\$7,023,97
Interest Payable	\$370,534	\$396,824	\$424,374	\$448,885	\$475,616	\$497,015	\$533,677	\$568,51
Payables	\$4,698,629	\$5,354,875	\$5,385,475	\$4,846,734	\$5,454,351	\$4,885,321	\$6,554,033	\$7,592,48
Wages and Salaries	\$3,683,280	\$3,918,850	\$4,121,997	\$4,352,162	\$4,573,521	\$4,817,717	\$5,128,707	\$5,483,17
Taxes and Fees	\$13,549,243	\$14,614,824	\$15,511,440	\$16,456,159	\$17,557,922	\$18,534,393	\$19,885,836	\$21,402,52
Current Deferred Taxes	(\$6,021,886)	(\$6,495,477)	(\$6,893,974)	(\$7,313,847)	(\$7,803,522)	(\$8,237,509)	(\$8,838,149)	(\$9,512,23
ETC	\$11,261,148	\$12,012,562	\$12,808,779	\$13,497,838	\$14,312,873	\$14,965,993	\$15,989,460	\$17,113,02
Accruals	\$22,471,785	\$24,050,759	\$25,548,243	\$26,992,312	\$28,640,794	\$30,080,593	\$32,165,854	\$34,486,48
Short-term Debt	\$403,723	\$440,046	\$474,196	\$506,528	\$537,287	\$566,003	\$597,702	\$628,63
Current Liabilities	\$27,574,137	\$29,845,680	\$31,407,914	\$32,345,574	\$34,632,433	\$35,531,917	\$39,317,590	\$42,707,60
Product Warranties	\$7,518,113	\$8,048,405	\$8,551,967	\$9,080,947	\$9,589,585	\$10,047,716	\$10,583,876	\$11,379,41
Provisions	\$7,518,113	\$8,048,405	\$8,551,967	\$9,080,947	\$9,589,585	\$10,047,716	\$10,583,876	\$11,379,41

Company Logo

ERP/source web ? - □  
[Link to ERP/source web interface](#)

CFO Home ? - □  
 Portal  
 Name ↕  
 Finance Scorecard Metrics

CFO Financial Analysis ? - □  
 Dashboard Reports  
 Name ↕  
 Financial Management  
 Operational Revenue Management  
 Operational Expense Management  
 Capital Management

CFO Financial Reports ? - □  
 Financial Reports  
 Name ↕  
 Cash Flow  
 Balance Sheet  
 Income Statement

What-If Analysis ? - □  
 Name  
 What-If Analysis  
 Setup  
 What-If Analysis - DSO  
 What-If Analysis - Product Sell

Measuring Period: YTD Business Unit: All Businesses Measuring Currency: Report Currency  
 Geography: All Geographies Country: All Countries Company: All Companies

Financial Management	2011 Fiscal YTD		2011 Full Fiscal Year			Rolling 12 mo. Fcst	Trends	Risk	TCM
	Actual	Target	Budget	Forecast	Variance				
EBITDA	□ ◇ ●↔	\$99,958,803	\$90,500,917	\$139,151,262	\$121,463,095	-13% ■	\$119,227,086	<a href="#">Link</a>	□
Net Income	□ ◇ ●↔	\$43,506,230	\$38,406,045	\$59,386,062	\$42,599,047	-28% ■	\$41,879,335	<a href="#">Link</a>	□
ROIC	□ ◇ ●↔	15%	12%	12%	2%	-9% ■	9%	<a href="#">Link</a>	□
Operating Profit%	□ ◇ ●↔	39%	39%	39%	34%	-5% ◆	34%	<a href="#">Link</a>	□

Operational Revenue Management	2011 Fiscal YTD		2011 Full Fiscal Year			Rolling 12 mo. Fcst	Trends	Risk	TCM
	Actual	Target	Budget	Forecast	Variance				
Gross Sales	□ ◇ ●↔	\$418,367,062	\$413,874,560	\$632,399,040	\$590,339,683	-7% ■	\$582,282,307	<a href="#">Link</a>	■
Avg. Sales Value/Unit	□ ◇ ●↔	\$747	\$692	\$691	\$748	8% ●	\$748	<a href="#">Link</a>	□
Price Realization	□ ◇ ●↔	60%	56%	56%	60%	4% ●	59%	<a href="#">Link</a>	□
Market Share ⚠	□ ◆↔○	95%	95%	96%	96%	0% ◆	96%	<a href="#">Link</a>	●

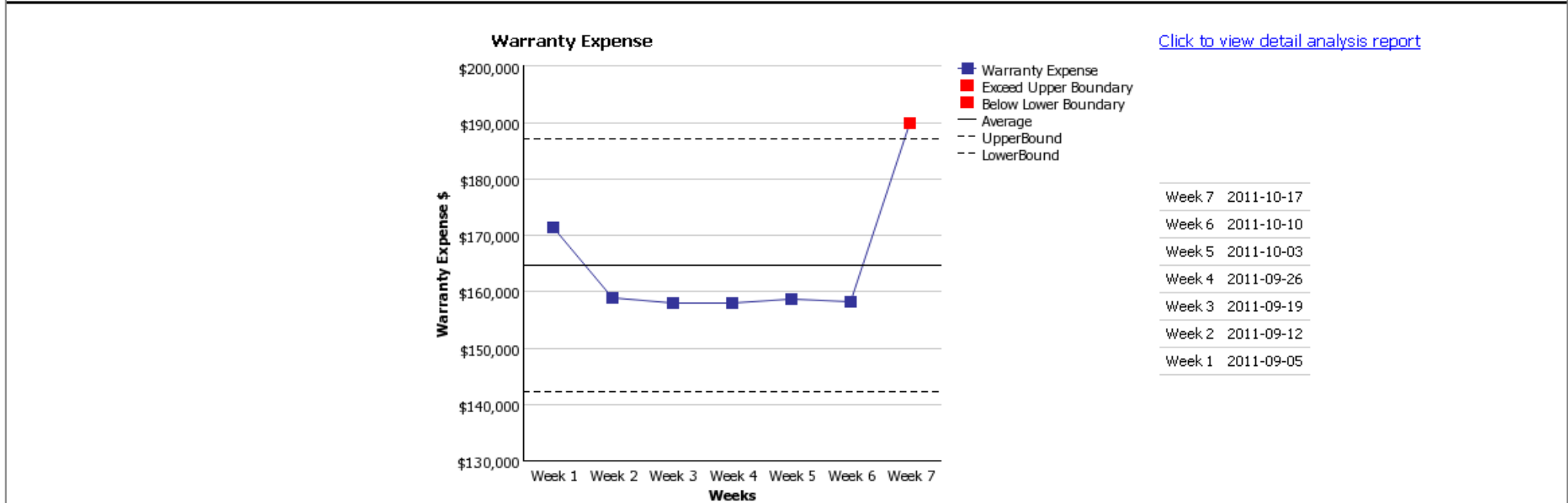
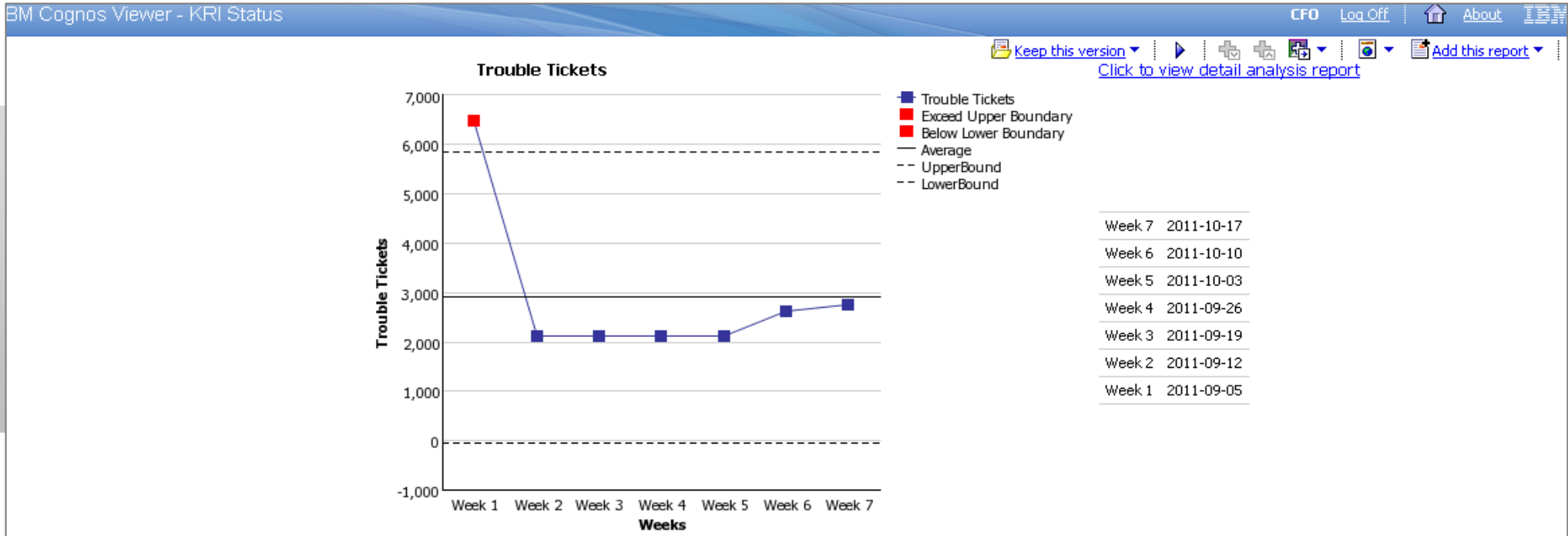
Operational Expense Management	2011 Fiscal YTD		2011 Full Fiscal Year			Rolling 12 mo. Fcst	Trends	Risk	TCM
	Actual	Target	Budget	Forecast	Variance				
SG&A%	□ ◇ ●↔	21%	21%	21%	27%	7% ■	27%	<a href="#">Link</a>	■
Gross Margin%	□ ◇ ●↔	60%	59%	59%	61%	2% ●	61%	<a href="#">Link</a>	□
Material Cost%	□ ◇ ●↔	20%	20%	20%	19%	-1% ●	19%	<a href="#">Link</a>	□
Distribution Expense%	□ ◇ ●↔	5%	5%	5%	9%	4% ◆	9%	<a href="#">Link</a>	□
Headcount ⚠	□ ◇ ●↔	6,352.0	6,405.0	6,397.0	6,402.0	0% ●	6,384.0	<a href="#">Link</a>	□

Capital Management	2011 Fiscal YTD		2011 Full Fiscal Year			Rolling 12 mo. Fcst	Trends	Risk	TCM
	Actual	Target	Budget	Forecast	Variance				
Capital Efficiency	□ ◇ ●↔	\$9	\$7	\$9	\$9	1% ●	\$8	<a href="#">Link</a>	●
Quick Ratio	□ ◇ ●↔	32.3	32.3	33.6	34.3	2% ●	37.5	<a href="#">Link</a>	□
DSO	□ ◇ ●↔	29.2	29.4	50.1	56.8	13% ■	27.3	<a href="#">Link</a>	●
Accounts Payable	□ ◇ ●↔	18.0	17.5	21.9	30.9	41% ●	16.2	<a href="#">Link</a>	□
Days Inventory	□ ◇ ●↔	12.7	12.5	15.3	15.5	1% ●	11.4	<a href="#">Link</a>	□
Bad Debt Write-off	□ ◇ ●↔	\$1,732,948	\$1,853,660	\$2,470,406	\$2,866,504	16% ■	\$2,858,174	<a href="#">Link</a>	□





# Key Risk Indicators weisen frühzeitig auf potenzielle Schwächen hin



Company Logo

[Link to ERP/source web interface](#)

Portal  
 Name ↕  
 Finance Scorecard Metrics

Dashboard Reports  
 Name ↕  
 Financial Management  
 Operational Revenue Management  
 Operational Expense Management  
 Capital Management

Financial Reports  
 Name ↕  
 Cash Flow  
 Balance Sheet  
 Income Statement

Name  
 What-If Analysis  
 Setup  
 What-If Analysis - DSO  
 What-If Analysis - Product Sell

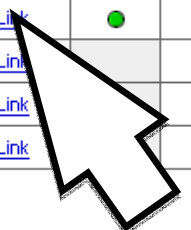
Measuring Period: YTD Business Unit: All Businesses Measuring Currency: Report Currency  
 Geography: All Geographies Country: All Countries Company: All Companies

Financial Management	2011 Fiscal YTD		2011 Full Fiscal Year			Rolling 12 mo. Fcst	Trends	Risk	TCM
	Actual	Target	Budget	Forecast	Variance				
EBITDA	□ ◇ ● → \$99,958,803	\$90,500,917	\$139,151,262	\$121,463,095	-13% ■	\$119,227,086	<a href="#">Link</a>		□
Net Income	□ ◇ ● → \$43,506,230	\$38,406,045	\$59,386,062	\$42,599,047	-28% ■	\$41,879,335	<a href="#">Link</a>		□
ROIC	□ ◇ ● ← 15%	12%	12%	2%	-9% ■	9%	<a href="#">Link</a>		□
Operating Profit%	□ ◇ ● → 39%	39%	39%	34%	-5% ◆	34%	<a href="#">Link</a>		□

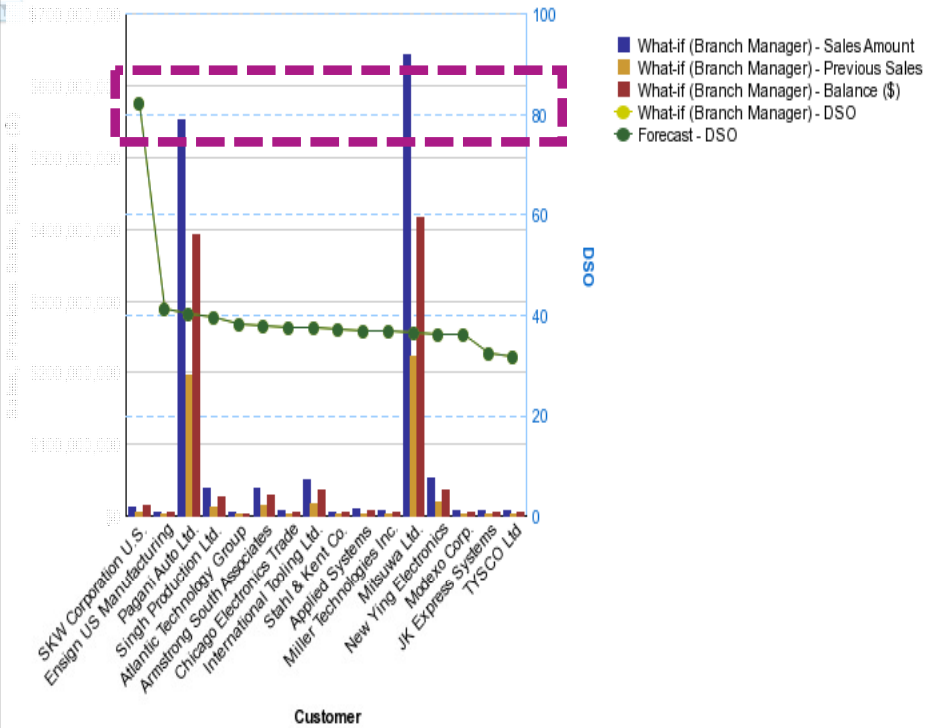
Operational Revenue Management	2011 Fiscal YTD		2011 Full Fiscal Year			Rolling 12 mo. Fcst	Trends	Risk	TCM
	Actual	Target	Budget	Forecast	Variance				
Gross Sales	□ ◇ ● → \$418,367,062	\$413,674,560	\$632,399,040	\$590,339,683	-7% ■	\$582,282,307	<a href="#">Link</a>	■	□
Avg. Sales Value/Unit	□ ◇ ● → \$747	\$692	\$691	\$748	8% ●	\$748	<a href="#">Link</a>		□
Price Realization	□ ◇ ● → 60%	56%	56%	60%	4% ●	59%	<a href="#">Link</a>		□
Market Share ⚠	□ ◆ → ○ 95%	95%	96%	96%	0% ◆	96%	<a href="#">Link</a>	●	□

Operational Expense Management	2011 Fiscal YTD		2011 Full Fiscal Year			Rolling 12 mo. Fcst	Trends	Risk	TCM
	Actual	Target	Budget	Forecast	Variance				
SG&A%	□ ◇ ● → 21%	21%	21%	27%	7% ■	27%	<a href="#">Link</a>	■	□
Gross Margin%	□ ◇ ● ← 60%	59%	59%	61%	2% ●	61%	<a href="#">Link</a>		□
Material Cost%	□ ◇ ● ← 20%	20%	20%	19%	-1% ●	19%	<a href="#">Link</a>		□
Distribution Expense%	□ ◇ ● ← 5%	5%	5%	9%	4% ◆	9%	<a href="#">Link</a>		□
Headcount ⚠	□ ◇ ● → 6,352.0	6,405.0	6,397.0	6,402.0	0% ●	6,384.0	<a href="#">Link</a>		□

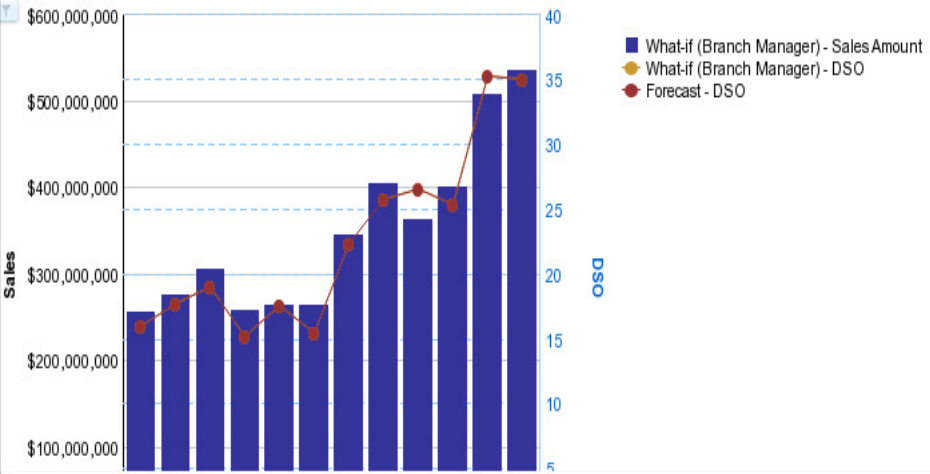
Capital Management	2011 Fiscal YTD		2011 Full Fiscal Year			Rolling 12 mo. Fcst	Trends	Risk	TCM
	Actual	Target	Budget	Forecast	Variance				
Capital Efficiency	□ ◇ ● ← \$9	\$7	\$9	\$9	1% ●	\$8	<a href="#">Link</a>	●	□
Quick Ratio	□ ◇ ● ← 32.3	32.3	33.6	34.3	2% ●	37.5	<a href="#">Link</a>		□
DSO	□ ◇ ● ← 29.2	29.4	50.1	56.8	13% ■	27.3	<a href="#">Link</a>	●	□
Days Payable	□ ◇ ● → 18.0	17.5	21.9	30.9	41% ●	16.2	<a href="#">Link</a>		□
Days in Inventory	□ ◇ ● → 12.7	12.5	15.3	15.5	1% ●	11.4	<a href="#">Link</a>		□
Bad Debt Write-off	□ ◇ ● → \$1,732,948	\$1,853,660	\$2,470,406	\$2,866,504	16% ■	\$2,858,174	<a href="#">Link</a>		□



DSO Analysis - By Customer



DSO Analysis - By Period



Balance Sheet

Rows: Month [Month] Columns: BalanceSheetMeasure [BalanceSheetMeasure] Scenario [Scenario] Context: 2011 [Year] NewYork [Organization] Balance [BSChange] TransactionCurrency [Currency]

	CashAndCashEquivalents			Receivables			AccountsReceivable		
	Forecast	WhatifBranchManager	Actual	Forecast	WhatifBranchManager	Actual	Forecast	WhatifBranchManager	Actual
Jan	\$6,043,683	\$6,043,683	\$890,048	\$565,327	\$565,327	\$1,174,106	\$851,346	\$851,346	\$
Feb	\$6,063,261	\$6,063,261	\$964,322	\$921,288	\$921,288	\$1,281,917	\$1,229,142	\$1,229,142	\$
Mar	\$6,452,677	\$6,452,677	\$919,138	\$1,282,097	\$1,282,097	\$1,266,272	\$1,608,563	\$1,608,563	\$
Q1	\$6,452,677	\$6,452,677	\$919,138	\$1,282,097	\$1,282,097	\$1,266,272	\$1,608,563	\$1,608,563	\$3
Apr	\$7,268,901	\$7,268,901	\$813,335	\$545,354	\$545,354	\$1,182,202	\$891,026	\$891,026	\$
May	\$7,293,403	\$7,293,403	\$793,665	\$954,486	\$954,486	\$1,186,020	\$1,312,785	\$1,312,785	\$
Jun	\$7,794,621	\$7,794,621	\$523,661	\$781,585	\$781,585	\$943,337	\$1,144,311	\$1,144,311	\$
Q2	\$7,794,621	\$7,794,621	\$523,661	\$781,585	\$781,585	\$943,337	\$1,144,311	\$1,144,311	\$4
Jul	\$7,668,586	\$7,668,586	\$1,588,185	\$1,414,373	\$1,414,373	\$2,035,850	\$1,794,504	\$1,794,504	\$
Aug	\$7,629,653	\$7,629,653	\$1,904,649	\$2,616,931	\$2,616,931	\$2,375,510	\$3,007,757	\$3,007,757	\$
Sep	\$9,273,280	\$9,273,280	\$1,734,910	\$1,842,449	\$1,842,449	\$2,218,459	\$2,257,763	\$2,257,763	\$
Q3	\$9,273,280	\$9,273,280	\$1,734,910	\$1,842,449	\$1,842,449	\$2,218,459	\$2,257,763	\$2,257,763	\$4
Oct	\$9,044,453	\$9,044,453	\$0	\$3,177,950	\$3,177,950	\$0	\$3,610,775	\$3,610,775	\$
Nov	\$6,617,801	\$6,617,801	\$0	\$6,589,976	\$6,589,976	\$0	\$7,048,932	\$7,048,932	\$
Dec	\$4,502,247	\$4,502,247	\$0	\$9,567,208	\$9,567,208	\$0	\$10,051,487	\$10,051,487	\$
Q4	\$4,502,247	\$4,502,247	\$0	\$9,567,208	\$9,567,208	\$0	\$10,051,487	\$10,051,487	\$
TotalYear	\$4,502,247	\$4,502,247	\$1,734,910	\$9,567,208	\$9,567,208	\$2,218,459	\$10,051,487	\$10,051,487	\$4

DSO What-if Analysis

Rows: Month [Month] Columns: CustomerPaymentSummaryMeasure [CustomerPaymentSummaryMeasure] Context: 2011 [Year] TotalBusinessUnit [BusinessUnit] NewYork [Organization] SKWCorporationUS [Customer]

	Debit	Credit	SalesAmount	PreviousSales	AccountsReceivable	DSO	BadDebtAllowance	BadDebtWriteOff	BadDebtRepaid
Jan	\$5,476,599	\$4,612,461	\$1,672,855	\$3,888,053	\$851,346	15.78	\$21,416	\$12,792	\$13,489
Feb	\$2,916,757	\$1,678,006	\$2,065,411	\$1,672,855	\$1,229,142	17.26	\$22,183	\$9,608	\$9,260
Mar	\$3,722,243	\$2,100,250	\$2,493,101	\$2,065,411	\$1,608,563	20.00	\$19,015	\$13,431	\$13,028
Q1	\$13,706,608	\$8,390,717	\$6,231,367	\$2,065,411	\$1,608,563	23.49	\$62,614	\$35,831	\$35,777
Apr	\$3,298,722	\$2,399,610	\$1,690,159	\$2,493,101	\$891,026	15.82	\$17,565	\$8,086	\$9,727



DSO What-if Analysis

Rows: Month [Month] Columns: CustomerPaymentSummaryMeasure [CustomerPaymentSummaryMeasure] Context: 2011 [Year] TotalBusinessUnit [BusinessUnit] NewYork [Organization] SKWCorporationUS [Customer]

	Debit	Credit	SalesAmount	PreviousSales	AccountsReceivable	DSO	BadDebtAllowance	BadDebtWriteOff	BadDebtWriteOff
Mar	\$13,706,608	\$8,390,717	\$6,231,367	\$2,065,411	\$1,608,563	23.49	\$62,614	\$35,831	
Q1	\$3,298,722	\$2,399,610	\$1,690,159	\$2,493,101	\$891,026	15.82	\$17,565	\$8,086	
Apr	\$3,030,933	\$1,705,597	\$2,139,907	\$1,690,159	\$1,312,785	19.02	\$11,956	\$12,551	
May	\$3,222,302	\$2,063,330	\$1,909,517	\$2,139,907	\$1,144,311	17.98	\$8,282	\$14,661	
Jun	\$9,461,826	\$6,168,537	\$5,739,583	\$2,139,907	\$1,144,311	18.14	\$37,803	\$35,298	
Q2	\$3,702,553	\$1,892,842	\$2,558,242	\$1,909,517	\$1,794,504	21.75	\$24,102	\$15,206	
Jul	\$5,261,292	\$2,239,100	\$3,466,788	\$2,558,242	\$3,007,757	26.90	\$15,944	\$14,436	
Aug	\$5,998,379	\$3,722,866	\$2,990,622	\$3,466,788	\$2,257,763	22.65	\$22,808	\$17,750	
Sep	\$12,237,954	\$7,854,808	\$9,015,652	\$3,466,788	\$2,257,763	23.04	\$62,854	\$47,392	
Q3	\$5,758,227	\$2,134,842	\$3,500,464	\$2,990,622	\$3,610,775	31.98	\$21,661	\$12,611	
Oct	\$7,375,297	\$318,531	\$3,764,522	\$3,500,464	\$7,048,932	30.17	\$22,937	\$7,834	
Nov	\$10,997,032	\$939,311	\$3,948,100	\$3,764,522	\$10,051,487	78.92	\$22,040	\$6,234	
Dec	\$17,211,465	\$3,392,683	\$11,213,086	\$3,764,522	\$10,051,487	82.47	\$66,638	\$26,679	
Q4	\$17,211,465	\$3,392,683	\$11,213,086	\$3,764,522	\$10,051,487	82.47	\$229,909	\$145,200	
TotalYear									

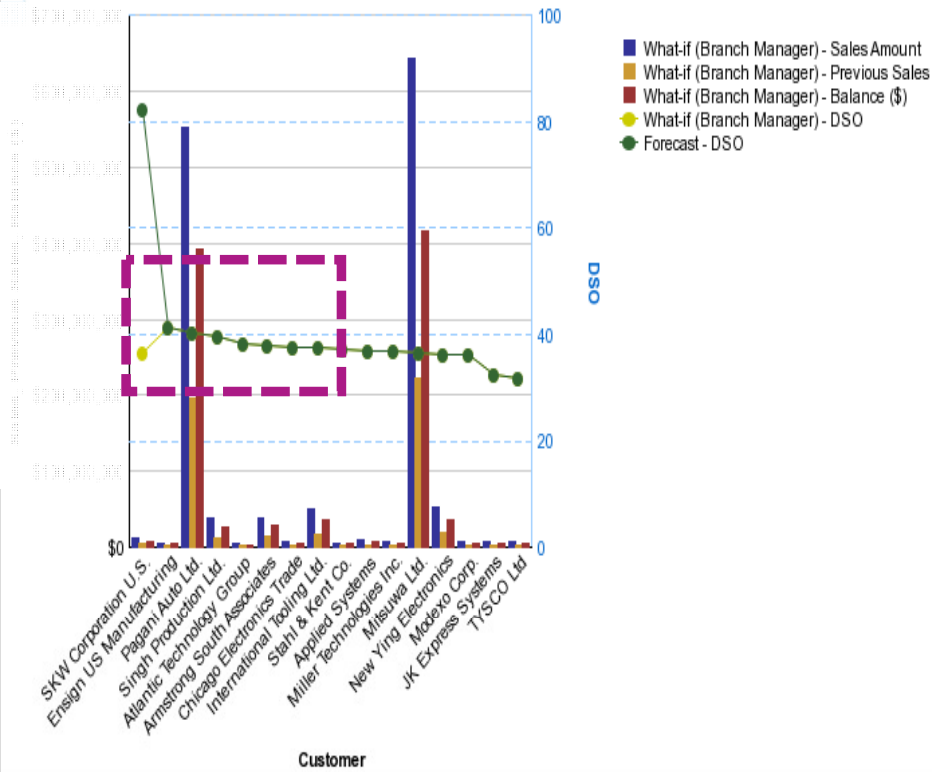
Forderungslaufzeiten werden im November und Dezember von 78.92 bzw. 82.47 DSO auf 35.00 und 35.00 verkleinert

DSO What-if Analysis

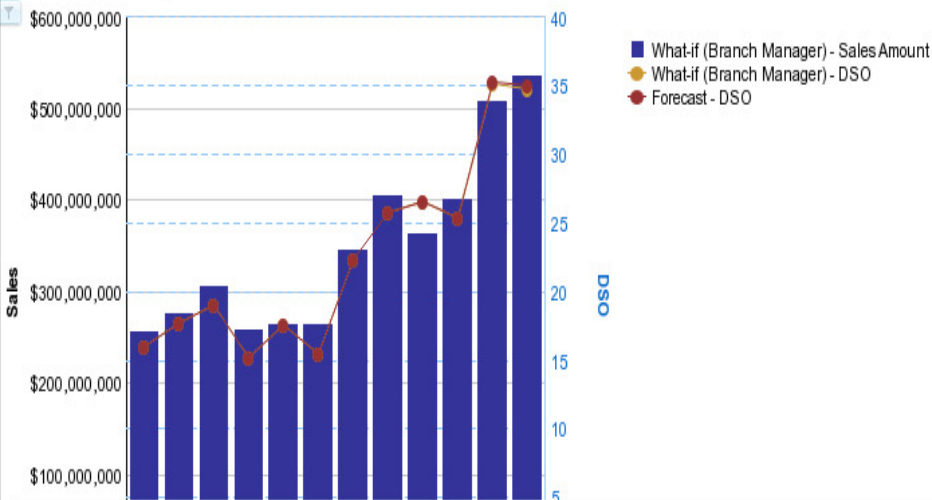
Rows: Month [Month] Columns: CustomerPaymentSummaryMeasure [CustomerPaymentSummaryMeasure] Context: 2011 [Year] TotalBusinessUnit [BusinessUnit] NewYork [Organization] SKWCorporationUS [Customer]

	Debit	Credit	SalesAmount	PreviousSales	AccountsReceivable	DSO	BadDebtAllowance	BadDebtWriteOff	BadDebtWriteOff
Mar	\$3,722,243	\$2,100,250	\$2,493,101	\$2,065,411	\$1,608,563	20.00	\$19,015	\$13,431	
Q1	\$13,706,608	\$8,390,717	\$6,231,367	\$2,065,411	\$1,608,563	23.49	\$62,614	\$35,831	
Apr	\$3,298,722	\$2,399,610	\$1,690,159	\$2,493,101	\$891,026	15.82	\$17,565	\$8,086	
May	\$3,030,933	\$1,705,597	\$2,139,907	\$1,690,159	\$1,312,785	19.02	\$11,956	\$12,551	
Jun	\$3,222,302	\$2,063,330	\$1,909,517	\$2,139,907	\$1,144,311	17.98	\$8,282	\$14,661	
Q2	\$9,461,826	\$6,168,537	\$5,739,583	\$2,139,907	\$1,144,311	18.14	\$37,803	\$35,298	
Jul	\$3,702,553	\$1,892,842	\$2,558,242	\$1,909,517	\$1,794,504	21.75	\$24,102	\$15,206	
Aug	\$5,261,292	\$2,239,100	\$3,466,788	\$2,558,242	\$3,007,757	26.90	\$15,944	\$14,436	
Sep	\$5,998,379	\$3,722,866	\$2,990,622	\$3,466,788	\$2,257,763	22.65	\$22,808	\$17,750	
Q3	\$12,237,954	\$7,854,808	\$9,015,652	\$3,466,788	\$2,257,763	23.04	\$62,854	\$47,392	
Oct	\$5,758,227	\$2,134,842	\$3,500,464	\$2,990,622	\$3,610,775	31.98	\$21,661	\$12,611	
Nov	\$7,375,297	\$2,975,520	\$3,764,522	\$3,500,464	\$4,391,942	35.00	\$22,937	\$7,834	
Dec	\$8,340,042	\$3,876,276	\$3,948,100	\$3,764,522	\$4,457,532	35.00	\$22,040	\$6,234	
Q4	\$17,211,465	\$8,986,638	\$11,213,086	\$3,764,522	\$4,457,532	36.57	\$66,638	\$26,679	
TotalYear	\$17,211,465	\$8,986,638	\$11,213,086	\$3,764,522	\$4,457,532	36.57	\$229,909	\$145,200	

DSO Analysis - By Customer



DSO Analysis - By Period



Balance Sheet

Rows: Month [Month] | Columns: BalanceSheetMeasure [BalanceSheetMeasure] | Scenario [Scenario] | Context: 2011 [Year] | NewYork [Organization] | Balance [BSChange] | TransactionCurrency [Currency]

	Receivables			AccountsReivable			BadDebt		
fBranchManager	Actual	Forecast	WhatIfBranchManager	Actual	Forecast	WhatIfBranchManager	Actual	Forecast	
Jan	\$6,043,683	\$890,048	\$565,327	\$565,327	\$1,174,106	\$851,346	\$851,346	\$284,058	\$286,011
Feb	\$6,063,261	\$964,322	\$921,288	\$921,288	\$1,281,917	\$1,229,142	\$1,229,142	\$317,595	\$307,851
Mar	\$6,452,677	\$919,138	\$1,282,097	\$1,282,097	\$1,266,272	\$1,608,563	\$1,608,563	\$347,134	\$326,461
Q1	\$6,452,677	\$919,138	\$1,282,097	\$1,282,097	\$1,266,272	\$1,608,563	\$1,608,563	\$347,134	\$326,461
Apr	\$7,268,901	\$813,335	\$545,354	\$545,354	\$1,182,202	\$891,026	\$891,026	\$368,867	\$345,671
May	\$7,293,403	\$793,665	\$954,486	\$954,486	\$1,186,020	\$1,312,785	\$1,312,785	\$392,355	\$358,291
Jun	\$7,794,621	\$523,661	\$781,585	\$781,585	\$943,337	\$1,144,311	\$1,144,311	\$419,676	\$362,721
Q2	\$7,794,621	\$523,661	\$781,585	\$781,585	\$943,337	\$1,144,311	\$1,144,311	\$419,676	\$362,721
Jul	\$7,668,586	\$1,588,185	\$1,414,373	\$1,414,373	\$2,035,850	\$1,794,504	\$1,794,504	\$447,665	\$380,131
Aug	\$7,629,653	\$1,904,649	\$2,616,931	\$2,616,931	\$2,375,510	\$3,007,757	\$3,007,757	\$470,861	\$390,821
Sep	\$9,273,280	\$1,734,910	\$1,842,449	\$1,842,449	\$2,218,459	\$2,257,763	\$2,257,763	\$483,549	\$415,311
Q3	\$9,273,280	\$1,734,910	\$1,842,449	\$1,842,449	\$2,218,459	\$2,257,763	\$2,257,763	\$483,549	\$415,311
Oct	\$9,044,453	\$0	\$3,177,950	\$3,177,950	\$0	\$3,610,775	\$3,610,775	\$0	\$432,821
Nov	\$9,274,791	\$0	\$6,589,976	\$3,932,986	\$0	\$7,048,932	\$4,391,942	\$0	\$458,951
Dec	\$10,096,202	\$0	\$9,567,208	\$3,973,253	\$0	\$10,051,487	\$4,457,532	\$0	\$484,271
Q4	\$10,096,202	\$0	\$9,567,208	\$3,973,253	\$0	\$10,051,487	\$4,457,532	\$0	\$484,271
TotalYear	\$10,096,202	\$1,734,910	\$9,567,208	\$3,973,253	\$2,218,459	\$10,051,487	\$4,457,532	\$483,549	\$484,271

DSO What-if Analysis

Rows: Month [Month] | Columns: CustomerPaymentSummaryMeasure [CustomerPaymentSummaryMeasure] | Context: 2011 [Year] | TotalBusinessUnit [BusinessUnit] | NewYork [Organization] | SKWCorporationUS [Customer]

	Debit	Credit	SalesAmount	PreviousSales	AccountsReivable	DSO	BadDebtAllowance	BadDebtWriteOff	BadDebtRepaid
Mar	\$3,722,243	\$2,100,250	\$2,493,101	\$2,065,411	\$1,608,563	20.00	\$19,015	\$13,431	\$13,028
Q1	\$13,706,608	\$8,390,717	\$6,231,367	\$2,065,411	\$1,608,563	23.49	\$62,614	\$35,831	\$35,777
Apr	\$3,298,722	\$2,399,610	\$1,690,159	\$2,493,101	\$891,026	15.82	\$17,565	\$8,086	\$9,727
May	\$3,030,933	\$1,705,597	\$2,139,907	\$1,690,159	\$1,312,785	19.02	\$11,956	\$12,551	\$13,222
Jun	\$3,222,302	\$2,063,330	\$1,909,517	\$2,139,907	\$1,144,311	17.98	\$8,282	\$14,661	\$10,806

Company Logo

[Link to ERP/source web interface](#)

Portal

- Name ↕
- ▶ Finance Scorecard Metrics

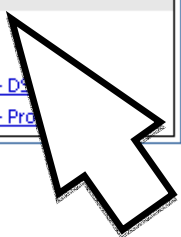
Dashboard Reports

- Name ↕
- ▶ Financial Management
- ▶ Operational Revenue Management
- ▶ Operational Expense Management
- ▶ Capital Management

Financial Reports

- Name ↕
- ▶ Cash Flow
- ▶ Balance Sheet
- ▶ Income Statement

- Name
- ▶ What-If Analysis
- ▶ Setup
- ▶ What-If Analysis - Ds
- ▶ What-If Analysis - Pro



Measuring Period:  Business Unit:  Measuring Currency:   
 Geography:  Country:  Company:

Financial Management	2011 Fiscal YTD		2011 Full Fiscal Year			Rolling 12 mo. Fcst	Trends	Risk	TCM
	Actual	Target	Budget	Forecast	Variance				
EBITDA	□ ◇ ● → \$99,958,803	\$90,500,917	\$139,151,262	\$121,463,095	-13% ■	\$119,227,086	<a href="#">Link</a>		□
Net Income	□ ◇ ● → \$43,506,230	\$38,406,045	\$59,386,062	\$42,599,047	-28% ■	\$41,879,335	<a href="#">Link</a>		□
ROIC	□ ◇ ● ← 15%	12%	12%	2%	-9% ■	9%	<a href="#">Link</a>		□
Operating Profit%	□ ◇ ● → 39%	39%	39%	34%	-5% ◆	34%	<a href="#">Link</a>		□

Operational Revenue Management	2011 Fiscal YTD		2011 Full Fiscal Year			Rolling 12 mo. Fcst	Trends	Risk	TCM
	Actual	Target	Budget	Forecast	Variance				
Gross Sales	□ ◇ ● → \$418,367,062	\$413,874,560	\$632,399,040	\$590,339,683	-7% ■	\$582,282,307	<a href="#">Link</a>	■	□
Avg. Sales Value/Unit	□ ◇ ● → \$747	\$692	\$691	\$748	8% ●	\$748	<a href="#">Link</a>		□
Price Realization	□ ◇ ● → 60%	56%	56%	60%	4% ●	59%	<a href="#">Link</a>		□
Market Share ⚠	□ ◆ → ○ 95%	95%	96%	96%	0% ◆	96%	<a href="#">Link</a>	●	□

Operational Expense Management	2011 Fiscal YTD		2011 Full Fiscal Year			Rolling 12 mo. Fcst	Trends	Risk	TCM
	Actual	Target	Budget	Forecast	Variance				
SG&A%	□ ◇ ● → 21%	21%	21%	27%	7% ■	27%	<a href="#">Link</a>	■	□
Gross Margin%	□ ◇ ● ← 60%	59%	59%	61%	2% ●	61%	<a href="#">Link</a>		□
Material Cost%	□ ◇ ● ← 20%	20%	20%	19%	-1% ●	19%	<a href="#">Link</a>		□
Distribution Expense%	□ ◇ ● ← 5%	5%	5%	9%	4% ◆	9%	<a href="#">Link</a>		□
Headcount ⚠	□ ◇ ● ← 6,352.0	6,405.0	6,397.0	6,402.0	0% ●	6,384.0	<a href="#">Link</a>		□

Capital Management	2011 Fiscal YTD		2011 Full Fiscal Year			Rolling 12 mo. Fcst	Trends	Risk	TCM
	Actual	Target	Budget	Forecast	Variance				
Capital Efficiency	□ ◇ ● ← \$9	\$7	\$9	\$9	1% ●	\$8	<a href="#">Link</a>	●	□
Quick Ratio	□ ◇ ● ← 32.3	32.3	33.6	34.3	2% ●	37.5	<a href="#">Link</a>		□
DSO	□ ◇ ● ← 29.2	29.4	50.1	56.8	13% ■	27.3	<a href="#">Link</a>	●	□
Days Payable	□ ◇ ● → 18.0	17.5	21.9	30.9	41% ●	16.2	<a href="#">Link</a>		□
Days in Inventory	□ ◇ ● → 12.7	12.5	15.3	15.5	1% ●	11.4	<a href="#">Link</a>		□
Bad Debt Write-off	□ ◇ ● ← \$1,732,948	\$1,853,660	\$2,470,406	\$2,866,504	16% ■	\$2,858,174	<a href="#">Link</a>		□



# Zeitliche und kausale Modellierung: automatische Ermittlung von kausalen Zusammenhängen zwischen Treibern und KPIs

**Die vom IBM Watson Research Center entwickelten Algorithmen helfen die folgenden Fragen zu beantworten:**

## Welche Kennzahlen wirken sich am stärksten auf meine Performance aus?

- Auswertung von historischen Daten, um herauszufinden, welche Kennzahlen sich direkt oder indirekt am stärksten auf die jeweiligen Geschäftsziele auswirken
- Auswertung von historischen Daten zur Evaluierung des Abhängigkeitsgrads von benutzerdefinierten Kennzahlen-Korrelationen

## In welcher Art und Weise beeinflussen sich die Kennzahlen gegenseitig?

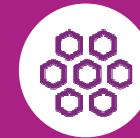
- Aufbereitung von historischen Daten, um signifikante kausale Beziehungen zwischen Kennzahlen aufzudecken: zeitlich verzögerte Auswirkungen, Abhängigkeitsgrad, Trennungsgrad

## Was treibt meine Performance voran?

- Studie von im Vorfeld ermittelten kausalen Beziehungen, um automatisch die Kennzahlenwerte zu ermitteln, die zur gewünschten Performance führen

## Wie steht es um meine zukünftige Performance, sofern sich nichts ändert?

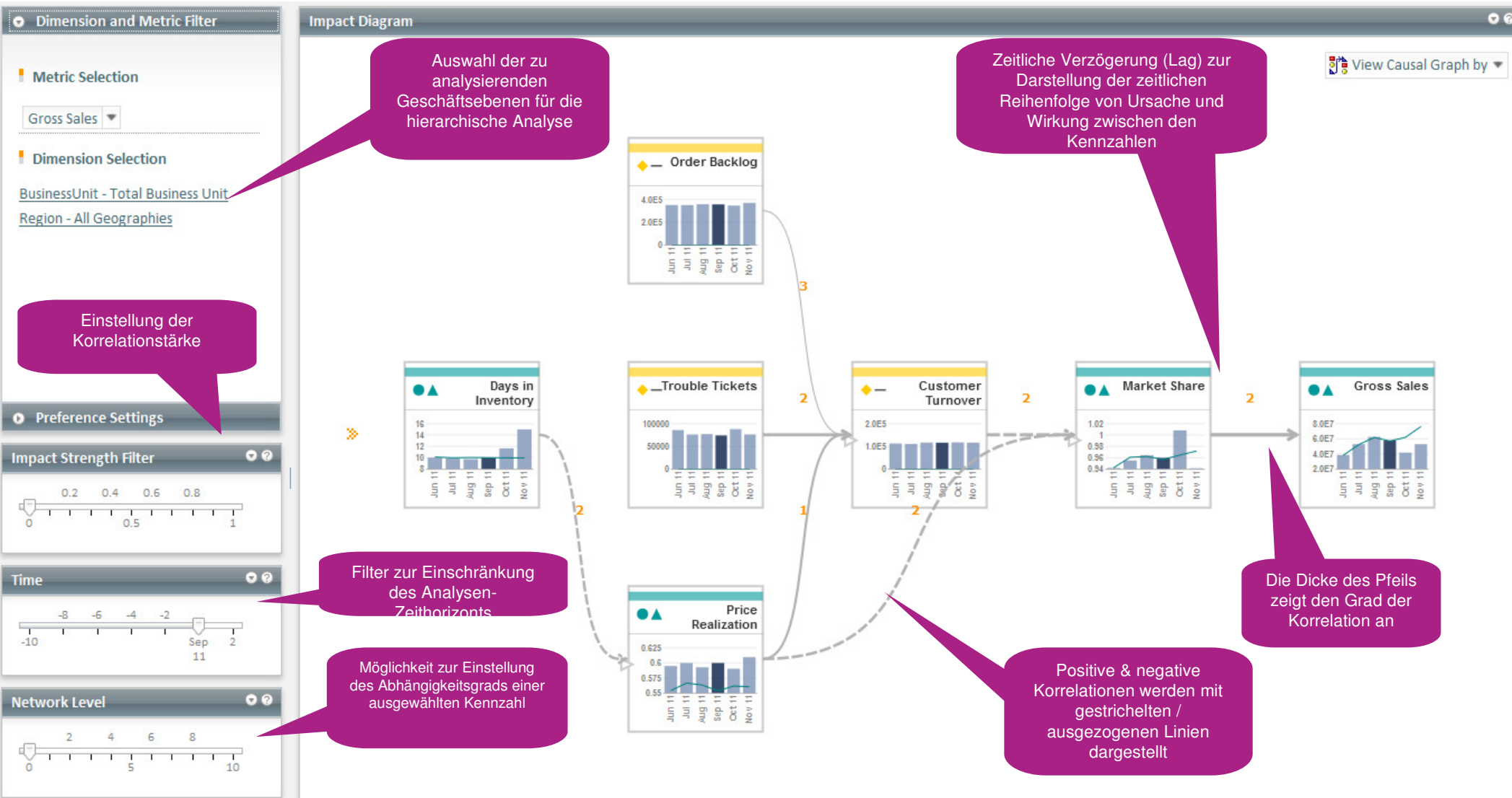
- Nutzung des zeitlich-kausalen Modells zur Vorhersage der zukünftigen Performance auf Basis von historischen Daten



**Predictive Analytics**

- Zeitliche, kausale Modellierung
- Ermittlung von kausalen Beziehungen
- Beurteilung von Lead-Lag-Indikatoren
- Prüfung des Abhängigkeits- und Trennungsgrads der Kennzahlen
- Vorhersehen der Dynamik der Treiber von Messgrößen

# Automatisch erstellte kausale Lead-Lag-Grafiken zeigen das Zusammenspiel der Kennzahlen auf



## Highlights der Lösung

Zeitgerechte, zuverlässige Einblicke in Abweichungen zwischen Forecasts, Zielen und IST-Werten für geschäftskritische KPIs

Integrierte KRIs zur Ermittlung von Schwachstellen

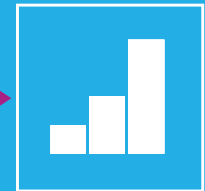
Statistisches Modell zur automatischen Ermittlung der Beziehungen zwischen Treibern und KPIs auf Basis von historischen Daten und zur Erstellung von zuverlässigen Baseline Forecasts

Geführte Ursachenanalyse

Einfacher Zugang zu standardmässigen Berichten zu Debitoren-, Kreditoren- und Hauptbuchhaltung

Integrierte What-if-Analyse und Szenarienplanung

**Wie kann ich  
Geschäfts-  
Ergebnisse  
vorhersehen und  
gestalten?**



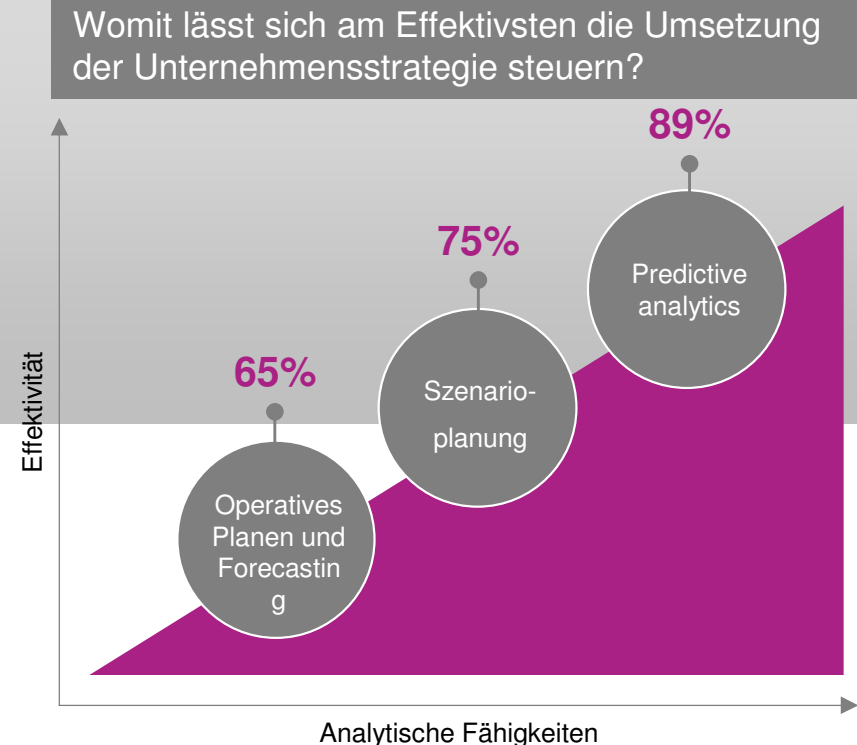
**CFO Dashboard**

- Mehr Transparenz, Einblick und Kontrolle über die finanzielle Performance
- Branchenübergreifend

Die Einführung einer integrierten Plattform wie dem CFO-Dashboard schafft signifikante Vorteile!

**85%** der Unternehmen, die erfolgreich ihre strategischen Ziele erfüllen konnten, setzen eine gemeinsame Reportingplattform ein

**79%** setzen eine integrierte Planungslösung ein





# Fragen und Antworten



# Markenzeichen & Anmerkungen

## IBM Corporation 2013

- IBM, das IBM Logo, ibm.com, Cognos, SPSS, Algorithmics, und OpenPages sind Marken oder eingetragene Marken von International Business Machines Corporation in den USA und/oder in anderen Ländern. Sind diese und weitere Markennamen von IBM bei ihrem ersten Vorkommen in diesen Informationen mit einem Markensymbol (® oder ™) gekennzeichnet, bedeutet dies, dass IBM zum Zeitpunkt der Veröffentlichung dieser Informationen Inhaber der eingetragenen Marken oder der Benutzungsmarken (common law trademarks) in den USA war. Diese Marken können auch in anderen Ländern eingetragene Marken oder Benutzungsmarken (common law trademarks) sein. Eine aktuelle Liste der IBM Marken finden Sie im Internet unter [www.ibm.com/legal/copytrade.shtml](http://www.ibm.com/legal/copytrade.shtml).
- Alle anderen Unternehmens-, Produkt- oder Servicenamen können die Marken oder eingetragenen Marken von Dritten sein.
- Hinweise in dieser Dokumentation auf Produkte, Programme oder Dienstleistungen von IBM in dieser Veröffentlichung bedeuten nicht, dass IBM diese in allen Ländern anbietet, in denen IBM vertreten ist.