

How-to Guide
SAP CPM



How To... Manage the Entry and Approval Process

Version 1.00 – June 2008

Applicable Releases:
SAP SSM

©Copyright 2008 SAP AG. All rights reserved.

No part of this publication may be reproduced or transmitted in any form or for any purpose without the express permission of SAP AG. The information contained herein may be changed without prior notice.

Some software products marketed by SAP AG and its distributors contain proprietary software components of other software vendors.

Microsoft, Windows, Outlook, and PowerPoint are registered trademarks of Microsoft Corporation.

IBM, DB2, DB2 Universal Database, OS/2, Parallel Sysplex, MVS/ESA, AIX, S/390, AS/400, OS/390, OS/400, iSeries, pSeries, xSeries, zSeries, z/OS, AFP, Intelligent Miner, WebSphere, Netfinity, Tivoli, and Informix are trademarks or registered trademarks of IBM Corporation in the United States and/or other countries.

Oracle is a registered trademark of Oracle Corporation.

UNIX, X/Open, OSF/1, and Motif are registered trademarks of the Open Group.

Citrix, ICA, Program Neighborhood, MetaFrame, WinFrame, VideoFrame, and MultiWin are trademarks or registered trademarks of Citrix Systems, Inc.

HTML, XML, XHTML and W3C are trademarks or registered trademarks of W3C®, World Wide Web Consortium, Massachusetts Institute of Technology.

Java is a registered trademark of Sun Microsystems, Inc.

JavaScript is a registered trademark of Sun Microsystems, Inc., used under license for technology invented and implemented by Netscape.

MaxDB is a trademark of MySQL AB, Sweden.

SAP, R/3, mySAP, mySAP.com, xApps, xApp, and other SAP products and services mentioned herein as well as their respective logos are trademarks or registered trademarks of SAP AG in Germany and in several other countries all over the world. All other product and service names mentioned are the trademarks of their respective companies. Data

contained in this document serves informational purposes only. National product specifications may vary.

These materials are subject to change without notice. These materials are provided by SAP AG and its affiliated companies ("SAP Group") for informational purposes only, without representation or warranty of any kind, and SAP Group shall not be liable for errors or omissions with respect to the materials. The only warranties for SAP Group products and services are those that are set forth in the express warranty statements accompanying such products and services, if any. Nothing herein should be construed as constituting an additional warranty.

These materials are provided "as is" without a warranty of any kind, either express or implied, including but not limited to, the implied warranties of merchantability, fitness for a particular purpose, or non-infringement. SAP shall not be liable for damages of any kind including without limitation direct, special, indirect, or consequential damages that may result from the use of these materials.

SAP does not warrant the accuracy or completeness of the information, text, graphics, links or other items contained within these materials. SAP has no control over the information that you may access through the use of hot links contained in these materials and does not endorse your use of third party web pages nor provide any warranty whatsoever relating to third party web pages.

SAP CPM "How-to" Guides are intended to simplify the product implementation. While specific product features and procedures typically are explained in a practical business context, it is not implied that those features and procedures are the only approach in solving a specific business problem using SAP. Should you wish to receive additional information, clarification or support, please refer to SAP Consulting.

Any software coding and/or code lines / strings ("Code") included in this documentation are only examples and are not intended to be used in a productive system environment. The Code is only intended to explain and visualize the syntax and phrasing rules of certain coding. SAP does not warrant the correctness and completeness of the Code given herein, and SAP shall not be liable for errors or damages caused by the usage of the Code, except if such damages were caused by SAP intentionally or grossly negligent.

1 Business Scenario

SAP Strategy Management (SSM) includes a distributed and delegated entry, approval, and publishing component that streamlines the process of populating metrics into a performance management system. An easy-to-follow workflow system provides structure around a traditionally labor-intensive process, alleviating costly errors and significantly reducing the time spent on metrics collection and approval. Additionally, this approach allows an organization to collect metrics quickly without the need to integrate transactional systems or establish a data warehouse just for one or two metrics.

This How-To covers the data entry and approval process, considerations in the data collection approach, and issues around the implementation and management of the entry and approval process.

2 Introduction

Understanding the key components of the SSM entry and approval process is an essential first step. The main features and functions of SSM include:

- **Distributed entry and approval:** Departments can divide and assign work across different employees to lighten the workload of any one person. Lightening workloads also encourages employees to make more frequent updates of performance information, which results in more up-to-date and accurate reporting.
- **Automatic notifications:** The software automatically notifies employees (through their “home” portal) when they need to enter, approve, or publish metrics. As a result, there are fewer bottlenecks in performance management processes.
- **Web forms or Microsoft Excel templates:** Employees can enter metrics values using forms built into the software or via Microsoft Excel. Data can be imported from Microsoft Excel spreadsheets or entered via a Microsoft Excel-based template. Data can also be manually entered using the software’s Web-based entry and approval method for entering data.
- **Flexible collection methods:** Data entry of some values (for example, actuals from source systems such as the SAP ERP application) can be automated, while still allowing employees to manually enter other values, such as targets, forecasts, and survey data. This flexibility encourages more regular and accurate updates of performance information.
- **Audit trails:** The software automatically generates an audit trail that captures user interactions, including time stamps for approval, rejections, submissions, notes, and other related information. These audit trails increase compliance and provide insight into why actions were taken.
- **Notes:** Employees can add notes to capture information directly into the software for future reference or to share best practices – rather than making calls and sending e-mails.

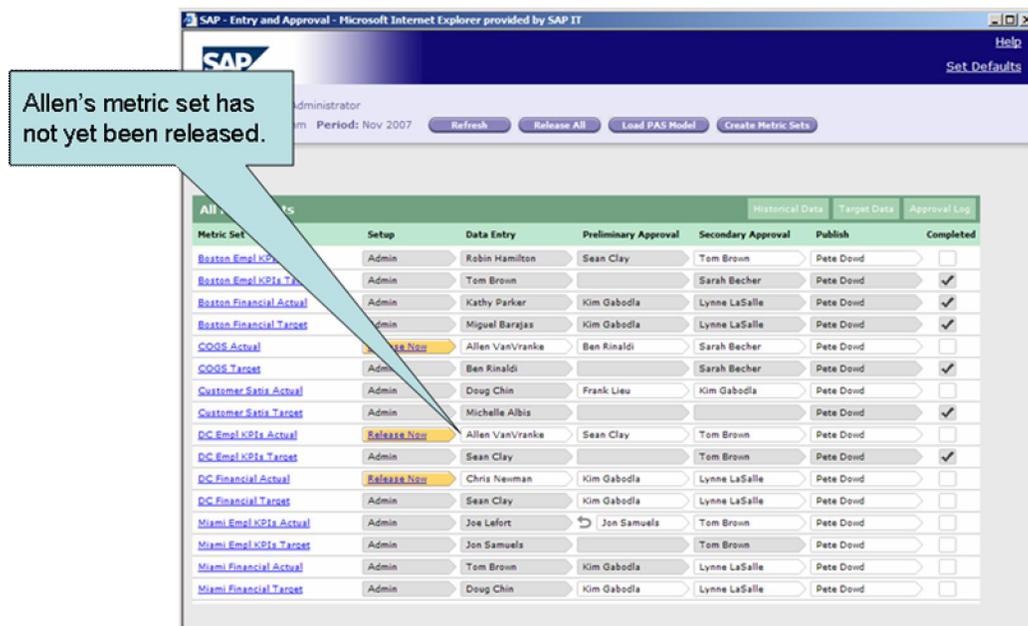
- **Progress monitors:** SSM monitors the data entry approval and publishing process to provide visibility into bottlenecks. It also provides a structured workflow for entry, notifications, and approvals to help alleviate gaps, risks, and time required to manage key performance indicators (KPIs).

3 The Step By Step Solution

3.1 Entry and Approval Process Walk-Through

The following section provides a walk-through of the SSM data entry and approval process. The scenario follows the Pilot Fashions data set. Users are responsible for entering data across various store locations.

Users will initiate the entry and approval process using the main “progress” page. As different users log in, they will see the information they are responsible for collecting and entering, and where it is in the collection process.



The screenshot shows the SAP Entry and Approval interface. A callout box points to the 'DC Empl KPIs Actual' row in the table, stating: "Allen's metric set has not yet been released." The table lists various metric sets with columns for Setup, Data Entry, Preliminary Approval, Secondary Approval, Publish, and Completed. The 'DC Empl KPIs Actual' row has a yellow 'Release Now' button next to the Data Entry column.

Metric Set	Setup	Data Entry	Preliminary Approval	Secondary Approval	Publish	Completed
Boston Empl KPIs Actual	Admin	Robin Hamilton	Sean Clay	Tom Brown	Pete Dowd	<input type="checkbox"/>
Boston Empl KPIs Target	Admin	Tom Brown		Sarah Becher	Pete Dowd	<input checked="" type="checkbox"/>
Boston Financial Actual	Admin	Kathy Parker	Kim Gabodia	Lynne LaSalle	Pete Dowd	<input checked="" type="checkbox"/>
Boston Financial Target	Admin	Miguel Barajas	Kim Gabodia	Lynne LaSalle	Pete Dowd	<input checked="" type="checkbox"/>
COGS Actual	Admin	Allen VanVranke	Ben Rinaldi	Sarah Becher	Pete Dowd	<input type="checkbox"/>
COGS Target	Admin	Ben Rinaldi		Sarah Becher	Pete Dowd	<input checked="" type="checkbox"/>
Customer Satfs Actual	Admin	Doug Chin	Frank Lieu	Kim Gabodia	Pete Dowd	<input type="checkbox"/>
Customer Satfs Target	Admin	Michelle Albis			Pete Dowd	<input checked="" type="checkbox"/>
DC Empl KPIs Actual	Admin	Allen VanVranke	Sean Clay	Tom Brown	Pete Dowd	<input type="checkbox"/>
DC Empl KPIs Target	Admin	Sean Clay		Tom Brown	Pete Dowd	<input checked="" type="checkbox"/>
DC Financial Actual	Admin	Chris Newman	Kim Gabodia	Lynne LaSalle	Pete Dowd	<input type="checkbox"/>
DC Financial Target	Admin	Sean Clay	Kim Gabodia	Lynne LaSalle	Pete Dowd	<input type="checkbox"/>
Miami Empl KPIs Actual	Admin	Joe Lefort	Jon Samuels	Tom Brown	Pete Dowd	<input type="checkbox"/>
Miami Empl KPIs Target	Admin	Jon Samuels		Tom Brown	Pete Dowd	<input type="checkbox"/>
Miami Financial Actual	Admin	Tom Brown	Kim Gabodia	Lynne LaSalle	Pete Dowd	<input type="checkbox"/>
Miami Financial Target	Admin	Doug Chin	Kim Gabodia	Lynne LaSalle	Pete Dowd	<input type="checkbox"/>

Listed in the table are metric sets. A metric set is simply a collection of metrics that someone is responsible for. All of the metrics within a set will have similar properties, such as periodicity, dimensionality, etc.

Notice that some of the metric sets have not yet been released by the metric administrator. The metrics administrator releases metric sets at the beginning of the data collection period, and this sends a notification to the individual responsible for the first step of the metric set’s data entry process. This process should happen when the administrator has identified that it is time for the metrics to be entered. In the diagram below, notice that the metric set for Allen is now released.

SAP - Entry and Approval - Microsoft Internet Explorer provided by SAP IT

Help
Set Defaults

2007 Refresh Release All Load PAS Model Create Metric Sets

The "DC Empl KPIs Actual" metric set has now been released to Allen.

Metric Set	Setup	Data Entry	Preliminary Approval	Secondary Approval	Publish	Completed
Boston Empl KPIs Actual	Admin	Robin Hamilton	Sean Clay	Tom Brown	Pete Dowd	<input type="checkbox"/>
Boston Empl KPIs Target	Admin	Tom Brown		Sarah Becher	Pete Dowd	<input checked="" type="checkbox"/>
Boston Financial Actual	Admin	Kathy Parker	Kim Gabodia	Lynne LaSalle	Pete Dowd	<input checked="" type="checkbox"/>
Boston Financial Target	Admin	Miguel Barajas	Kim Gabodia	Lynne LaSalle	Pete Dowd	<input checked="" type="checkbox"/>
COGS Actual	Admin	Allen VanVranke	Ben Rinaldi	Sarah Becher	Pete Dowd	<input type="checkbox"/>
COGS Target	Admin	Ben Rinaldi		Sarah Becher	Pete Dowd	<input checked="" type="checkbox"/>
Customer Satls Actual	Admin	Doug Chin	Frank Lieu	Kim Gabodia	Pete Dowd	<input type="checkbox"/>
Customer Satls Target	Admin	Michelle Albis			Pete Dowd	<input checked="" type="checkbox"/>
DC Empl KPIs Actual	Admin	Allen VanVranke	Sean Clay	Tom Brown	Pete Dowd	<input type="checkbox"/>
DC Empl KPIs Target	Admin	Sean Clay		Tom Brown	Pete Dowd	<input checked="" type="checkbox"/>
DC Financial Actual	Admin	Chris Newman	Kim Gabodia	Lynne LaSalle	Pete Dowd	<input type="checkbox"/>
DC Financial Target	Admin	Sean Clay	Kim Gabodia	Lynne LaSalle	Pete Dowd	<input type="checkbox"/>
Miami Empl KPIs Actual	Admin	Joe Lafort	Jon Samuels	Tom Brown	Pete Dowd	<input type="checkbox"/>
Miami Empl KPIs Target	Admin	Jon Samuels		Tom Brown	Pete Dowd	<input type="checkbox"/>
Miami Financial Actual	Admin	Tom Brown	Kim Gabodia	Lynne LaSalle	Pete Dowd	<input type="checkbox"/>
Miami Financial Target	Admin	Doug Chin	Kim Gabodia	Lynne LaSalle	Pete Dowd	<input type="checkbox"/>

As a result of the metrics being released, Allen is notified to his home page (below) that he has metrics to enter. In this case, Allen has decided that he prefers to get alerts to his home page rather than through email.

Allen is notified that he has data to enter.

System Message
The corporate objectives have been updated. Please ensure your goals are updated to reflect your latest progress.

Operational Reviews
Published Operational Reviews
Share of Wallet
Published: Mar 12 2007
Supply Chain
Published: Feb 05 2007

My Alerts
Apr 04 2007 - Metric Set Released
Apr 03 2007 - Objective Comment Updated
Increase "share of wallet" of target audience
Mar 29 2007 - Initiative Comment Added
Customer Preferences Survey
Mar 15 2007 - Initiative Milestone Will Slip
Customer Preferences Survey
Feb 24 2007 - Scorecard updated
Status changed for Objectives and/or KPIs
Feb 21 2007 - KPI Comment Updated
Net Sales

My Performance Summary
All Initiatives: 13 Initiatives, 8 behind schedule, 1 over budget
All Objectives: 10 Objectives, 5 below target
All KPIs: 24 KPIs, 11 below target, 7 trending down

My Initiatives
Schedule Budget
Customer Preferences Survey
Trusted Advisor Program
Overstock Reduction

My Objectives
Status
Be a trusted advisor for fashion
Increase "share of wallet" of target audience
Elevate employees to valued associates

My KPIs

Allen clicks on the alert and is taken to the customized data entry page below. He only sees the metrics that he is responsible for collecting. The target data has already been entered, perhaps through an automated upload or manually entered at the beginning of the year from another responsible party. Allen just needs to enter the actual data for the period. He can optionally view previous periods of historical data using the Historical Data link.

SAP - Entry and Approval - Microsoft Internet Explorer provided by SAP IT

User: Allen VanVranken
Database: retailmm Period: Nov 2007

Setup Data Entry Preliminary Approval Secondary Approval Publish Completed

Select a Metric set to display below:
DC Empl KPIs Actual Display Previous Period Actual

Metric	STORE	Actual	Target
Employee Satisfaction	Washington DC		
FTEs	Washington DC		
Store Productivity	Washington DC		

Download to Excel Refresh Historical Data Approval Log Save Submit for Approval

View historical data in the context of data being entered.

Allen enters his data into the web form. He can also opt to enter the data through a Microsoft Excel template that is specific to this metric set. Either way the data is entered, Allen uses the Submit link to move the data on to the next step of the approval process.

SAP - Entry and Approval - Microsoft Internet Explorer provided by SAP IT

User: Allen VanVranken
Database: retailmm Period: Nov 2007

Setup Data Entry Preliminary Approval Secondary Approval Publish Completed

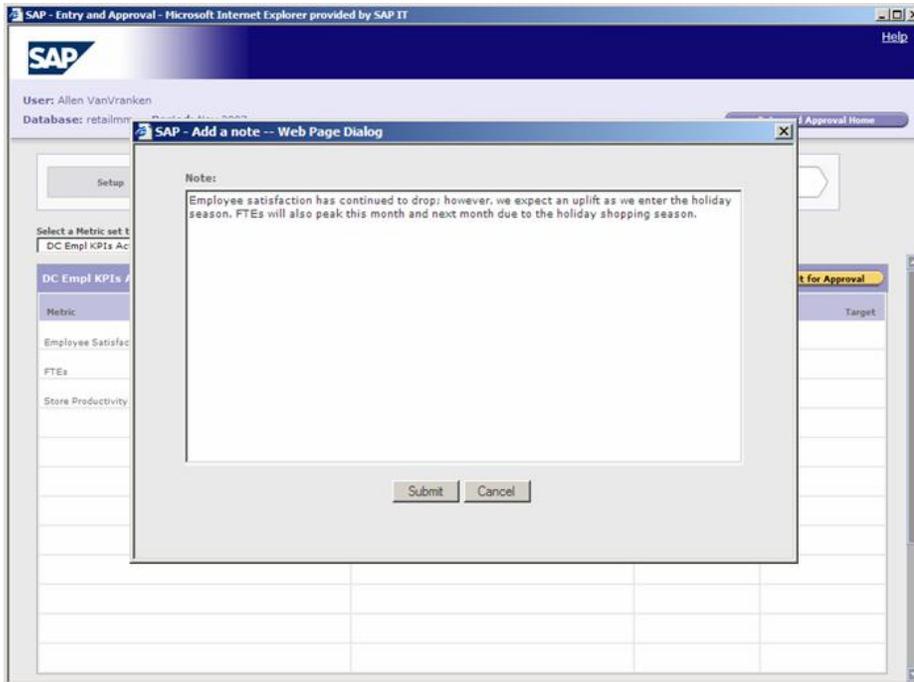
Select a Metric set to display below:
DC Empl KPIs Actual Display Previous Period Actual

Metric	STORE	Actual	Target
Employee Satisfaction	Washington DC	71	
FTEs	Washington DC	25	
Store Productivity	Washington DC	83	

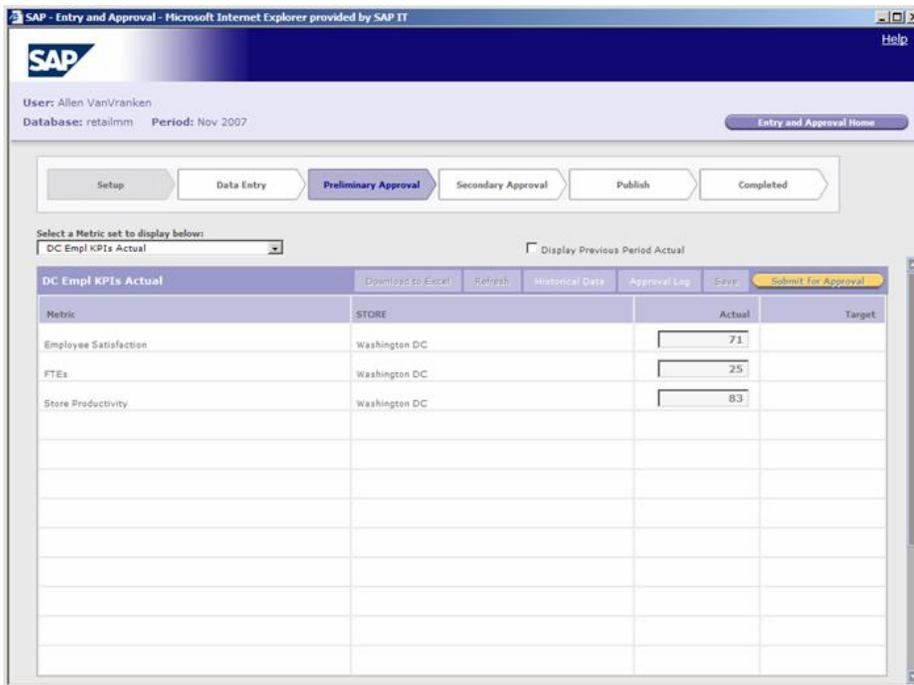
Download to Excel Refresh Historical Data Approval Log Save Submit for Approval

Data can also be entered in the form of an Excel template.

When Allen selects Submit, he is given the opportunity to enter a note for the next person in the approval chain, so he notifies his approver that he's not sure about the values he has entered.



Allen submits the note. The metrics are now out of his realm of responsibility. He's prevented from changing the data at this stage.



Sean gets an alert to his inbox indicating that he has metrics to approve, along with the note that Allen sent. Sean opted to receive email notification from SSM, but he also receives an alert to his home page notification area. Sean clicks the link in the email and is taken directly into the SSM application.

SAP - Entry and Approval - Microsoft Internet Explorer provided by SAP IT

User: Sean Clay
Database: retailmm Period: Nov 2007

Setup Data Entry **Preliminary Approval** Secondary Approval Publish Completed

Select a Metric set to display below:
DC Empl KPIs Actual

Metric	STORE	Actual	Target
Employee Satisfaction	Washington DC	71	
FTEs	Washington DC	25	
Store Productivity	Washington DC	83	

Historical Data Approval Log **Reject** **Approve**

Within the approval process, Sean can view the data, or view historical periods as a comparison to this period's data. He cannot change the data that Allen entered, as it is not his role to modify data. He can only approve or reject what Allen has entered. This drives accountability and ensures that if something is changed, it is changed because the person responsible for entering the data changed it. In this scenario, Sean opts to reject the data and selects the Reject link.

SAP - Entry and Approval - Microsoft Internet Explorer provided by SAP IT

User: Sean Clay
Database: retailmm Period: Nov 2007

Setup **SAP - Add a note -- Web Page Dialog**

Select a Metric set to display:
DC Empl KPIs Actual

DC Empl KPIs Actual

Metric

Employee Satisfaction

FTEs

Store Productivity

Note:
Let's reevaluate Employee Satisfaction. Rerun the survey and reexamine the results. Let's see if we can get a more accurate reading. 71% seems too low for this store.

Approve

Target

Reject Cancel

Sean writes a note indicating his reasons for rejecting the data entered. Allen will be notified of the rejection via an alert, but this information is also captured in logs for future reference.

Sean is taken back to his progress page (below), and he sees the rejection symbol along with the highlighting to indicate that responsibility for the metric set is now back in Allen's hands.

The screenshot shows the SAP 'Entry and Approval' interface. At the top, it displays 'User: Sean Clay' and 'Database: retailmm Period: Nov 2007'. Below this is a table titled 'My Metric Sets' with columns: Metric Set, Setup, Data Entry, Preliminary Approval, Secondary Approval, Publish, and Completed. A callout box points to the 'Preliminary Approval' column for 'DC Empl KPIs Actual', which shows a rejection symbol and the name 'Sean Clay'. Below this is another table titled 'All Metric Sets' with the same columns. A callout box points to the 'Preliminary Approval' column for 'DC Empl KPIs Actual' in this table, which also shows a rejection symbol and the name 'Sean Clay'. The callout box contains the text: 'Metrics have been rejected and sent back to Allen to correct.'

Metric Set	Setup	Data Entry	Preliminary Approval	Secondary Approval	Publish	Completed
Boston Empl KPIs Actual	Admin	Robin Hamilton	Sean Clay	Tom Brown	Pete Dowd	<input type="checkbox"/>
DC Empl KPIs Actual	Admin	Allen VanVranke	Sean Clay	Tom Brown	Pete Dowd	<input type="checkbox"/>
DC Empl KPIs Target	Admin	Sean Clay		Tom Brown	Pete Dowd	<input checked="" type="checkbox"/>
DC Financial Target	Admin	Sean Clay	Kim Gabodia	Lynne LaSalle	Pete Dowd	<input type="checkbox"/>

Metric Set	Setup	Data Entry	Preliminary Approval	Secondary Approval	Publish	Completed
Boston Empl KPIs Actual	Admin	Robin Hamilton	Sean Clay	Tom Brown	Pete Dowd	<input type="checkbox"/>
Boston Empl KPIs Target	Admin	Tom Brown		Sarah Becher	Pete Dowd	<input checked="" type="checkbox"/>
Boston Financial Actual	Admin	Kathy Parker				<input checked="" type="checkbox"/>
Boston Financial Target	Admin	Miguel Bara				<input checked="" type="checkbox"/>
COGS Actual	Admin	Allen VanVr				<input checked="" type="checkbox"/>
COGS Target	Admin	Ben Rinaldi				<input checked="" type="checkbox"/>
Customer Satis Actual	Admin	Doug Chin				<input type="checkbox"/>
Customer Satis Target	Admin	Michelle Albia			Pete Dowd	<input checked="" type="checkbox"/>
DC Empl KPIs Actual	Admin	Allen VanVranke	Sean Clay	Tom Brown	Pete Dowd	<input type="checkbox"/>
DC Empl KPIs Target	Admin	Sean Clay		Tom Brown	Pete Dowd	<input checked="" type="checkbox"/>
DC Financial Actual	Admin	Chris Newman	Kim Gabodia	Lynne LaSalle	Pete Dowd	<input type="checkbox"/>
DC Financial Target	Admin	Sean Clay	Kim Gabodia	Lynne LaSalle	Pete Dowd	<input type="checkbox"/>
Miami Empl KPIs Actual	Admin	Joe Lefort	Jon Samuels	Tom Brown	Pete Dowd	<input type="checkbox"/>
Miami Empl KPIs Target	Admin	Jon Samuels		Tom Brown	Pete Dowd	<input type="checkbox"/>
Miami Financial Actual	Admin	Tom Brown	Kim Gabodia	Lynne LaSalle	Pete Dowd	<input type="checkbox"/>

Allen receives another alert and he follows the link, which returns him to the metric set whose data values need corrections. He reevaluates the data and reenters the correct values.

SAP - Entry and Approval - Microsoft Internet Explorer provided by SAP IT

User: Allen VanVranken
Database: retailmm Period: Nov 2007

Setup Data Entry Preliminary Approval Secondary Approval Publish Completed

Select a Metric set to display below:
DC Empl KPIs Actual Display Previous Period Actual

Metric	STORE	Actual	Target
Employee Satisfaction	Washington DC	71	
FTEs	Washington DC	25	
Store Productivity	Washington DC	83	

Download to Excel Refresh Historical Data Approval Log Save **Submit for Approval**

When he is done, Allen selects the Submit for Approval link. He once again has the option to enter in an explanatory note (or not). This will get sent to Sean with an approval alert, as well as logged for future reference.

Sean follows the link once again and reassesses the data values.

SAP - Entry and Approval - Microsoft Internet Explorer provided by SAP IT

User: Sean Clay
Database: retailmm Period: Nov 2007

Setup Data Entry Preliminary Approval Secondary Approval Publish Completed

Select a Metric set to display below:
DC Empl KPIs Actual

Metric	STORE	Actual	Target
Employee Satisfaction	Washington DC	84	
FTEs	Washington DC	25	
Store Productivity	Washington DC	83	

Historical Data Approval Log **Reject Approve**

This time, Sean approves the data and it is forwarded on to the next step in the approval process.

In this scenario, Pilot Fashions has created multiple layers of data approval. Sean is the first layer in the approval process. Now the secondary approver, Tom, is notified of his responsibility to continue the approval process.

The screenshot shows the SAP 'Entry and Approval' interface. At the top, it displays 'User: Sean Clay' and 'Database: retailmm Period: Nov 2007'. Below this is a table titled 'My Metric Sets' with columns for Metric Set, Setup, Data Entry, Preliminary Approval, Secondary Approval, Publish, and Completed. A callout box points to the 'Secondary Approval' column for the 'DC Empl KPIs Actual' metric set, where 'Tom Brown' is listed as the approver.

Metric Set	Setup	Data Entry	Preliminary Approval	Secondary Approval	Publish	Completed
Boston Empl KPIs Actual	Admin	Robin Hamilton	Sean Clay	Tom Brown	Pete Dowd	<input type="checkbox"/>
DC Empl KPIs Actual	Admin	Allen VanVranke	Sean Clay	Tom Brown	Pete Dowd	<input type="checkbox"/>
DC Empl KPIs Target	Admin	Sean Clay		Tom Brown	Pete Dowd	<input checked="" type="checkbox"/>
DC Financial Target	Admin	Sean Clay	Kim Gabodia	Lynne LaSalle	Pete Dowd	<input type="checkbox"/>

Tom Brown must now approve the metrics from Sean.

Similar to Sean's responsibilities as initial approver, Tom cannot modify data but can elect to approve or reject the data. If he rejects it, Sean will be notified and the process will be moved back one step into her realm of responsibility. If he approves it, the data moves on to the next step in the approval process.

The screenshot shows the SAP 'Entry and Approval' interface from the perspective of Tom Brown. The 'Secondary Approval' step is active. A dropdown menu shows 'DC Empl KPIs Actual'. Below this is a table with columns for Metric, STORE, Actual, and Target. The 'Actual' column contains input fields with values 84, 25, and 83.

Metric	STORE	Actual	Target
Employee Satisfaction	Washington DC	84	
FTEs	Washington DC	25	
Store Productivity	Washington DC	83	

Tom approves the metric set. Now the final step in the process lies with the metric administrator, Pete Dowd, who will then decide to publish (or not publish) the data set.

The screenshot shows the SAP Entry and Approval interface. The user is Pete Dowd, and the database is retailmm for the period of Nov 2007. The interface displays two tables: 'My Metric Sets' and 'All Metric Sets'. The 'My Metric Sets' table shows a list of metric sets with columns for Setup, Data Entry, Preliminary Approval, Secondary Approval, Publish, and Completed. The 'All Metric Sets' table shows a similar list for all metric sets.

Metric Set	Setup	Data Entry	Preliminary Approval	Secondary Approval	Publish	Completed
Boston Empl KPIs Actual	Admin	Robin Hamilton	Sean Clay	Tom Brown	Pete Dowd	<input type="checkbox"/>
Boston Empl KPIs Target	Admin	Tom Brown		Sarah Becher	Pete Dowd	<input checked="" type="checkbox"/>
Boston Financial Actual	Admin	Kathy Parker	Kim Gabodia	Lynne LaSalle	Pete Dowd	<input checked="" type="checkbox"/>
Boston Financial Target	Admin	Miguel Barajas	Kim Gabodia	Lynne LaSalle	Pete Dowd	<input checked="" type="checkbox"/>
COGS Actual	Release Now	Allen VanVranke	Ben Rinaldi	Sarah Becher	Pete Dowd	<input type="checkbox"/>
COGS Target	Admin	Ben Rinaldi		Sarah Becher	Pete Dowd	<input checked="" type="checkbox"/>
Customer Satia Actual	Admin	Doug Chin	Frank Lieu	Kim Gabodia	Pete Dowd	<input type="checkbox"/>
Customer Satia Target	Admin	Michelle Albis			Pete Dowd	<input checked="" type="checkbox"/>
DC Empl KPIs Actual	Admin	Allen VanVranke	Sean Clay	Tom Brown	Pete Dowd	<input checked="" type="checkbox"/>
DC Empl KPIs Target	Admin	Sean Clay		Tom Brown	Pete Dowd	<input checked="" type="checkbox"/>
DC Financial Actual	Release Now	Chris Newman	Kim Gabodia	Lynne LaSalle	Pete Dowd	<input type="checkbox"/>
DC Financial Target	Admin	Sean Clay	Kim Gabodia	Lynne LaSalle	Pete Dowd	<input type="checkbox"/>
Miami Empl KPIs Actual	Admin	Joe Lefort	Jon Samuels	Tom Brown	Pete Dowd	<input type="checkbox"/>
Miami Empl KPIs Target	Admin	Jon Samuels		Tom Brown	Pete Dowd	<input type="checkbox"/>
Miami Financial Actual	Admin	Tom Brown	Kim Gabodia	Lynne LaSalle	Pete Dowd	<input type="checkbox"/>
Miami Financial Target	Admin	Doug Chin	Kim Gabodia	Lynne LaSalle	Pete Dowd	<input type="checkbox"/>

Once Pete approves the metric set, the process for this collection period is complete.

The screenshot shows the same SAP Entry and Approval interface as above, but with updated approval status. The 'My Metric Sets' table now shows that the 'Publish' step for 'Boston Empl KPIs Actual' is complete, and the 'Completed' checkbox is checked. The 'All Metric Sets' table also shows the same update.

Metric Set	Setup	Data Entry	Preliminary Approval	Secondary Approval	Publish	Completed
Boston Empl KPIs Actual	Admin	Robin Hamilton	Sean Clay	Tom Brown	Pete Dowd	<input checked="" type="checkbox"/>
Boston Empl KPIs Target	Admin	Tom Brown		Sarah Becher	Pete Dowd	<input checked="" type="checkbox"/>
Boston Financial Actual	Admin	Kathy Parker	Kim Gabodia	Lynne LaSalle	Pete Dowd	<input checked="" type="checkbox"/>
Boston Financial Target	Admin	Miguel Barajas	Kim Gabodia	Lynne LaSalle	Pete Dowd	<input checked="" type="checkbox"/>
COGS Actual	Release Now	Allen VanVranke	Ben Rinaldi	Sarah Becher	Pete Dowd	<input type="checkbox"/>
COGS Target	Admin	Ben Rinaldi		Sarah Becher	Pete Dowd	<input checked="" type="checkbox"/>
Customer Satia Actual	Admin	Doug Chin	Frank Lieu	Kim Gabodia	Pete Dowd	<input type="checkbox"/>
Customer Satia Target	Admin	Michelle Albis			Pete Dowd	<input checked="" type="checkbox"/>
DC Empl KPIs Actual	Admin	Allen VanVranke	Sean Clay	Tom Brown	Pete Dowd	<input checked="" type="checkbox"/>
DC Empl KPIs Target	Admin	Sean Clay		Tom Brown	Pete Dowd	<input checked="" type="checkbox"/>
DC Financial Actual	Release Now	Chris Newman	Kim Gabodia	Lynne LaSalle	Pete Dowd	<input type="checkbox"/>
DC Financial Target	Admin	Sean Clay	Kim Gabodia	Lynne LaSalle	Pete Dowd	<input type="checkbox"/>
Miami Empl KPIs Actual	Admin	Joe Lefort	Jon Samuels	Tom Brown	Pete Dowd	<input type="checkbox"/>
Miami Empl KPIs Target	Admin	Jon Samuels		Tom Brown	Pete Dowd	<input type="checkbox"/>
Miami Financial Actual	Admin	Tom Brown	Kim Gabodia	Lynne LaSalle	Pete Dowd	<input type="checkbox"/>
Miami Financial Target	Admin	Doug Chin	Kim Gabodia	Lynne LaSalle	Pete Dowd	<input type="checkbox"/>

Note that in this scenario, there are multiple steps to the entry and approval process. The process can be as flat (just data entry) or have as many levels as an organization

requires. Some metric sets may have a simple one-step entry process, and other metric sets may have multi-layered entry and approval steps.

In summary, having data entry and approval, notifications and alerts, notes and logging, and access to view historical periods all in one application saves time and resources. There is no need to dig for information across multiple systems.

3.2 Data Collection

3.2.1 Data Collection Plan

Once metrics for the SSM application have been identified, it is important to identify a data collection plan. The key components of data collection plan are:

- **What kind of data is to be collected:** Today there are more ways than ever to capture information. The rise in availability of data and metrics has, for many organizations, led to a decrease in the availability of *useful* insights; metrics have multiplied to the point that they've become not only overwhelming, but also meaningless to those who monitor them. Many organizations fall into the trap of "we've *always* collected this metric," or "we collect it because we can." The excessive number of metrics often lack strategic context, reflect only past behavior, and don't measure an organization's intended outcomes. Measuring a mountain of data may not tell users any more than a lesser amount of the same data.

To help ensure focus on the metrics that truly matter to your organization's success, make sure your metrics qualify as key performance indicators (KPIs). Does each metric motivate? Is it measurable? Is it affordable to measure and collect? Is it attainable? Is it controllable? Is it meaningful? Does it have strategic context? Does it have targets and thresholds? Is it outcome oriented?

- **How will the data be collected:** The basic options are manual entry or automated. If manual, actual and target values are entered manually and may be taken through an approval process. If automated, data is scripted and automatically pulled from source systems or a staging data mart in batch or on-demand mode. Data collection may also be a combination of the two, where some data is uploaded automatically and other data is manually entered.

Another consideration for how data is collected is how to scale the data collection setup. Rather than try to collect all of the data for all of the metrics in one phase, break the collection of data into multiple phases. Identify the top priority metrics along with the metrics whose data is most easily accessible for collection. An incremental approach to the project will provide earlier wins, and best practices can be applied to future phases.

- **When will the data be collected:** Different metrics have different data collection periods. While users always want the most granular level of details, it is not always feasible or cost effective to provide granularity in the frequency of data collection. End user requirements should be evaluated along with data availability to determine how frequently data for each metric must be collected and updated. Collecting data too often can result in unnecessary effort and excessive costs, without adding value.

- **Where will the data be collected:** If data is being collected automatically, it may require a data mart to be constructed to cleanse and house the data. Determining resources for data collection is an important component of designing a collection plan.

- **Who will collect/approve the data:** Whether automatic or manual, human resources are a factor for the data collection plan. Responsible parties must be identified for data entry and approval, or for creating and maintaining automation scripts to a data source.

3.2.2 Metric Design Template

Once the metrics for the SSM solution are identified, it is strongly recommended to create a metric design template which captures the relevant information about each metric. All common characteristics and properties of metrics should be captured and documented in a standard template. At a minimum, the following properties should be collected for each metric:

Name - short and long name

Description

Objective - strategic goal(s) the metric is tied to

Type – quantitative or qualitative; leading or lagging

Unit – dollars, grams, cubic feet, etc.

Dimensionality – how is the metric analyzed (by product, store, region, etc.)

Effort – low, medium, or high effort to collect and maintain the data

Metric Actuals:

Owner

Source Data – location and details of source data

Frequency of Data Availability – periodicity (daily, weekly, monthly, etc.) and/or specific dates of source data availability

Frequency of Data Collection – periodicity and/or specific dates for data collection

Frequency of Analysis – periodicity of analytical requirements

Period of Data – how much historical data is required

Workflow Process – workflow (entry and approval) steps and owners

Metric Targets:

Owner

Type – target type of achievement, reduction, absolute, zero-based, or deviation

Source Data – location and details of source data

Frequency of Data Availability – periodicity (daily, weekly, monthly, etc.) and/or specific dates of source data availability

Frequency of Data Collection – periodicity and/or specific dates for data collection

Frequency of Analysis – periodicity of analytical requirements

Workflow Process – workflow (entry and approval) steps and owners

Metric Rating System – scoring system and thresholds for the metric

Comments

3.2.3 Data Collection Workflow Process

When opting for a manual collection method, each metric must be evaluated to identify a workflow process. This may be as simple as a one-step data entry process (owner enters data and the submission of data posts it to the database), or as complicated as a multi-step entry and approval process with many responsible parties involved. There is generally only a single data entry owner to enforce accountability within the system. However, there may be many layers of approvers. There is no right or wrong approach to the number of layers within the approval process; this is strictly driven by the culture of the organization.

Also note that each metric may have a unique workflow process, or all metrics may be the same. It is acceptable for some metrics to have a one-step process and for others to be multi-tiered.

3.2.4 Data Collection Resources

Manual data entry and approval requires various user roles to be involved. Roles include:

- **Scorecard Administrator:** This is the overall owner of the scorecard within the SSM application. The scorecard administrator has overall responsibility for the scorecard, including identification of goals, assigning metrics, etc.
- **Metrics Administrator:** This is the overall owner of metrics. The metrics administrator is responsible for monitoring the workflow process and moving it along expediently.
- **Metric Owner:** The owner of a given metric. This is the go-to person for any functional questions regarding the metric or the data integrity. Typically, the metric owner does data entry for the metric.
- **Metric Data Entry:** Data entry for the metric.
- **Metric Approver(s):** Metric approver(s) are responsible to ensuring the data for metrics is entered correctly. They have the ability to approve or reject data, but not for entering data. This is an optional role.
- **Metric Publisher:** Once the metric has completed all approvals, the metric publisher makes the data available to end users. This is the last step in the workflow process. The metric publisher is frequently the final metric approver or the metric administrator. This is an optional role.

3.2.5 Manual Collection as a Stepping Stone to Automation

The manual data entry and approval process may be a temporary stepping stone which culminates in a completely automated solution. Initiating a project with manual data collection will help reduce the project timeline, limit the burden upon IT staff by postponing IT integration (integrating SSM with existing source data solutions), and foster ownership of the data by those involved in the workflow process. If manual data entry is a stepping stone, then future phases of work should scope out the process of migrating from manual collection to automated integration.

3.3 Implementing the Entry and Approval Process

The approach to implementing the data entry and approval workflow within the SSM application faces similar issues to any software implementation:

- Managing the scope of the project is essential. Do not give in to pressure to analyze too many metrics, as this will lead to “analysis paralysis” for end users. Focus only on your key performance indicators.
- Develop and adhere to the project plan, and openly communicate across all parties involved in the implementation.
- Identify the required resources (human and hardware) well before implementation, and secure the resources early. Provide training to the initial group of data entry and approval owners, metric administrators, and scorecard administrators. Those involved in the initial rollout are critical in setting the tone of future phases, and will act as go-to people as the application expands across multiple departments and in additional phases of work. A steering committee with rotating membership, which involves some or all of the initial data entry and approval owners, is strongly recommended.
- Identify data availability issues and address them appropriately. Do not let one metric’s data availability delay an entire project. This should already be addressed in the data collection plan.
- Embrace a phased approach to the implementation of entry and approval. Do not attempt to collect 100% of the metrics for the initial rollout. Identify which are the most important metrics and which are the most feasible to collect, and target these for the initial rollout. Subsequent phases can run in parallel and take advantage of best practices identified along the way.
- Manage risk early and often. Avoid assumptions, get sign-offs, don’t overscope, and plan for contingency. Avoid a metric-centric deployment that overburdens the end users with too much data.
- Perhaps most importantly is the potential for cultural change management. Some organizations use the SSM data entry and approval functionality to share data for the first time to a wider audience. Metric entry and approval accountability may be a new responsibility for owners. It is critical that users of the application embrace the quality and reliability of the data; if this is in doubt, the success of adoption of the SSM application within the organization is seriously jeopardized.

3.4 Managing the Entry and Approval Process

3.4.1 Process Bottlenecks

Bottlenecks in the data entry and approval workflow process are inevitable. The focus should be on preventative maintenance and having a corrective action plan in place.

Bottlenecks typically occur when the owner of an entry or approval step does not follow through with the responsibility to enter or approve/reject data in a timely manner. Perhaps the most effective deterrent to delinquency is peer pressure. When owners of a workflow step access the SSM application, they can readily see the status of where in the process the workflow currently is. Peers downstream from a regular bottleneck

offender should apply pressure to expedite the actions of the person who is holding up the process. This may present a cultural shift for an organization, but it is one that is very effective. The metrics administrator or metrics publisher may also opt to hold off publishing all metrics until the workflow steps are complete for all metrics. The peer group then expands beyond the data entry and approval group to the overall user community.

Bottlenecks may also be the result of lack of availability of data. When this is the case, the metric(s) with unreliable data availability should be addressed immediately. There may be multiple downstream sources of data where the information could be pulled from.

It is imperative to have an SSM application that not only has accurate, high quality data, but also provides data in a timely and reliable process. When data is published to end users at different times each period, users may begin to lose confidence in the soundness of the data.

3.4.2 Differing Data Collection Frequencies for Actual and Target Values

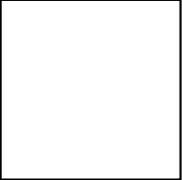
It is not uncommon for a metric's actual and target values to have different periodicities. Typically, the actual values are collected at a more frequent periodicity than target values are set. For example, actual revenue is likely collected on a daily basis, while revenue targets are set monthly, quarterly, or even yearly. When this occurs, the owner of the scorecard must determine which periodicity to use when setting up the scorecard. It is recommended to use the periodicity with the least amount of granularity.

Another option is to consider setting targets more frequently. Frequently, organizations that are new to performance management set yearly targets as a baseline. For these organizations, however, it is especially important to consider more frequent, scaled targets. Consider the following example. An organization sets an initial annual target of \$1M revenue. It may hinder employees' enthusiasm for embracing performance management when this is rolled out, as \$250K in the initial quarter may seem unachievable. The organization would most likely benefit from a scaled quarterly target, such as \$150K, \$200K, \$300K, and \$350K. This scale should ramp up towards the end goal so that employees are willing and able to meet the targeted end goal.

The bottom line is that target setting is a crucial aspect of performance management, as essential an element as collecting actuals is. If an organization is going to embrace the concepts of performance management, it is critical that proper emphasis be placed on accurate target setting. Defining targets with more granular periodicities may be more work up front, but the outcome is a more accurate snapshot of how the organization is performing. Red flags and potential risks to meeting the annual performance target may be identified earlier, if targets are set accurately and more frequently.

3.4.3 Fostering a Collaborative Environment

The only environment in which a successful deployment of any strategy management application will succeed long-term is one in which the end users of the software embrace the collaborative environment the application provides. The application is only as useful as the users make it. Throughout the entry and approval functions, there are notes logging capabilities, as well as alert and notification features. It is essential for a broad audience within an organization to adopt SSM as the go-to system for performance monitoring information. Users need to assimilate the application into their routines, add commentary, take ownership of metrics, and fulfill entry and approval responsibilities.



There are a variety of ways in which an organization can foster this type of environment. User groups and/or steering committees with rotating memberships are extremely valuable. Encouraging peer conversations within the application (rather than via email, messaging, etc.) helps foster ownership of the application, in addition to providing logging of valuable information for future reference. Establishing online reviews of progress at status meetings and as the basis for employee performance evaluations also improves adoption and fosters a collaborative environment.