

MIGRATING TO BUSINESSOBJECTS XI— ALL RELEASES

A Mix of Technology and Methodology

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INTRODUCTION

- Are you running Crystal Reports® 8.5, 9, or 10, or BusinessObjects™ V5.x or 6.x?
- Do you have BusinessObjects and Crystal Reports deployed in different parts of your organization?
- Are you trying to export your report content into an Excel spreadsheet, Word document, or PowerPoint presentation for your weekly team meetings?
- Is your BI system still meeting the needs of your current business?

BusinessObjects XI integrates Business Objects products and Crystal Reports onto a single platform, allowing you to consolidate and standardize your business intelligence (BI) deployment and lower your total cost of ownership (TCO) with reduced system maintenance, hardware, end-user training, and support costs.

It also features BusinessObjects Live Office, so you can integrate business intelligence information in your familiar Microsoft Office environment and deliver an easy and efficient way to embed accurate, refreshable corporate data within your Microsoft PowerPoint, Excel, and Word documents. Plus, you can share any resulting Office documents with others over the web for collaborative decision making.

Business Objects helps protect your existing investment by providing you with the tools you need to automate your migration tasks—supporting you through your entire migration process via our education services, consulting services, and network of certified partners. By leveraging our BI and migration expertise—we'll help refine your BI strategy based on your business changes, and you'll experience accelerated value from your new system.

In this paper, we will highlight some of the benefits of moving to BusinessObjects XI Release 2. You'll also discover migration is not just about the technology—it's about methodology too: your migration will have a higher chance of success if you focus on and apply best practices. We'll then explain how to calculate a migration ROI, as illustrated by a customer example.

As your business evolves, so should your business intelligence. Achieve competitive advantage with BusinessObjects XI.

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Audience: This paper is intended for IT executives in organizations with either a Business Objects or Crystal deployment or both.

WHY MIGRATE TO BUSINESSOBJECTS XI?

BusinessObjects XI can help you and your company achieve competitive advantage and strategic differentiation via business intelligence. With the latest innovations in BusinessObjects XI, you can go beyond what traditional BI tools offer. You can easily adapt to changing business requirements and deliver trusted information to people, where and how they work.

Map your BI strategy to your evolving business needs.

By moving to the most advanced and complete platform in business intelligence—you're taking a big step towards finding a BI strategy to better fit your business requirements.

BusinessObjects XI Release 2 offers an excellent opportunity for all our customers to consolidate and standardize their BI. It includes BusinessObjects Desktop Intelligence™ (formerly known as BusinessObjects—our full-client product), making it easy for customers who have heavily invested in that technology to protect their existing investment and still move to the BusinessObjects XI platform.

INFORMATION TRUST

Compliance requirements—such as Sarbanes-Oxley, Basel II, and FDA—call for organizations to be accountable for their business operations and corporate information. Consequently, organizations are establishing internal controls and procedures to provide timely, accurate, and auditable data that can be verified by management. In light of the risks and challenges involved with some of these regulations, companies need trusted information they can track back to the source systems.

Leverage and protect your exiting BI investments.

BusinessObjects XI has been architected with information trust capabilities at all levels of the product stack. From data quality ETL capabilities to security enabled platform, to system auditing capabilities to presenting data lineage information to end users.

GREATER BUSINESS INSIGHT FOR MORE USERS

BI has traditionally been focusing on business analysts and IT. Many industry analysts and surveys estimate that about 15% of potential BI users are taking advantage of BI today. Yet making decisions is a crucial part of everybody's job.

BusinessObjects Intelligent Question™, a key innovation in BusinessObjects XI Release 2, is a major breakthrough in BI technology. It allows non-traditional users of BI tools to easily ask structured questions of business information, such as “Who were my top ten customers this year?” “What products did they buy?” Users can dynamically ask questions via a simple, question-based interface that allows them to save favorites, and move to a web-based query and analysis front-end (BusinessObjects Web Intelligence™) for further analysis, or export to Excel.

LOWER TOTAL COST OF OWNERSHIP THROUGH STANDARDIZATION

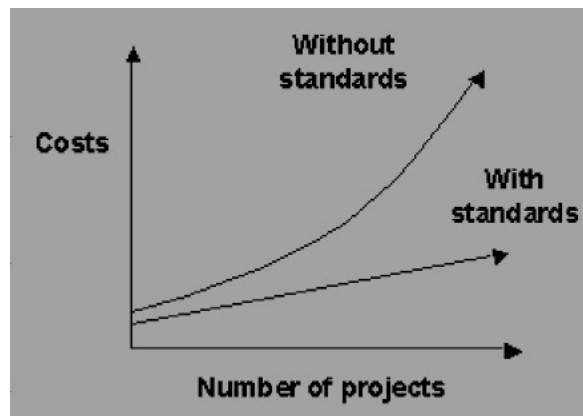
BusinessObjects XI Release 2 represents a unique opportunity for you to evolve your overall BI strategy and lower your TCO by moving to a full web-based BI environment, and by standardizing on a single BI platform for all your BI needs. For the majority of long-time Business Objects customers, this means examining how organizations are currently using the BusinessObjects full client for enterprise and departmental query, reporting, and analysis.

BusinessObjects XI Release 2 includes full platform-level support for Desktop Intelligence for a smooth transition path to BusinessObjects XI for all existing customers. At the same time, Web Intelligence has been significantly enhanced with interactive viewing and query-authoring capabilities—so you can move to a 100% web-based environment for query and analysis.

You can considerably lower your total cost of ownership with the ability to deploy globally with the Web Intelligence XI centralized architecture. And thanks to extranet-ready security and administration of the BusinessObjects Enterprise XI BI platform, you can extend the reach of Web Intelligence's analysis and interactivity beyond the enterprise and maximize your data assets by providing query and analysis to external users

BI consolidation can help increase your organization's return on investment (ROI) and results in significant operating efficiencies.

Reducing the number of BI technologies in your organization can result in significant cost savings (through elimination of duplicated costs such as evaluation, deployment, training, and support), greater control over information, and better alignment with your business users. This all leads to increased competitive advantage by fully exploiting the power of BI. These standardization savings tie nicely into a strong ROI through faster, more consistent, and more complete BI.




ENTERPRISE PERFORMANCE MANAGEMENT

Another key benefit of migrating to BusinessObjects XI is enterprise performance management (EPM), which allows for a more strategic approach to BI and helps you achieve a higher return on your BI investment.

BusinessObjects XI performance management tools and applications offer organizations the choice of building their own custom dashboards and scorecards, or using prebuilt dashboards with industry- and domain-focused metrics and reports. Analytic engines provide advanced analysis for a variety of items including customer base segmenting or tracking, future sales forecasting, or operational process monitoring—all delivered on a single and integrated platform.

With BusinessObjects XI performance management tools, it's easy to align people and actions with strategy when you assign company goals to users or groups of users. Within a single interface, you can communicate strategy and accountability to everyone, cascade goals and metrics from executive to line level, and even use predictive analysis to take action ahead of business issues.



Now within our performance management products and solutions, BusinessObjects XI Release 2 introduces new applications for planning, budgeting, forecasting, and consolidations. Built by financial professionals for financial professionals, the Business Objects planning products offer unprecedented flexibility to support virtually any type of forward-looking planning needs for the organization.

Overstock.com, a leader in selling excess inventory over the internet, rolled out BusinessObjects Dashboard Manager XI and BusinessObjects Performance Manager XI. The goal: to put a dashboard on every employee's desktop. The dashboard, known as "site stats," gives employees up-to-the-minute details on all key performance indicators (KPIs), including sales and orders, as well as information on whether a particular marketing campaign is a success.

MIGRATION IS A MIX OF TECHNOLOGY AND METHODOLOGY

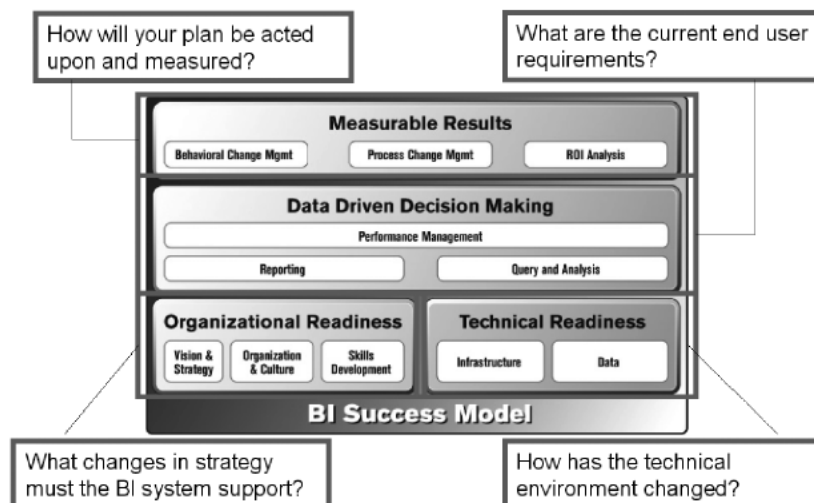
MIGRATION WORKS BEST WITH METHODOLOGY

Technology is just a small part of the migration process, as it doesn't capture all the BI best practices in place within your organization.

BusinessObjects XI Release 2 represents a unique opportunity to review your business intelligence strategy. Our consulting organization has evolved a methodology for building and evolving a business intelligence strategy. It's called the BI Success Model and when applied to a migration situation, it maps to issues such as:

Process

- How has the organizational strategy changed since the deployment was put in place?
- Is there now more of an emphasis on performance management?
- Can you take advantage of the new dashboarding capabilities of BusinessObjects XI Release 2?
- Can you reuse existing Desktop Intelligence reports in these dashboards?





People

- How have your end-user requirements changed across the full spectrum of BI?
- Is there a greater emphasis on self-service?
- Are there more demands for the ability to explore or interact with data?

Technology

- How has the technical environment changed? Is there more demand for data quality that requires ETL work?
- Has your infrastructure become more decentralized requiring more web-based query and analysis?

Implementation

- How is the plan going to be rolled out in terms of training, process change, and ROI assessment?

TECHNOLOGY PROVIDES AUTOMATION

BusinessObjects XI comes with an automated import wizard that enables the easy update of all supported customers by automatically moving repositories deployed in previous versions to the BusinessObjects XI platform. This import includes the following components:

- Documents
- Dashboards and analytics
- Universes
- Business views
- User and security profiles
- Groups and categories

While this process is designed to help automate migration tasks, we highly recommend that you or your team go through BusinessObjects XI platform and migration best practices training or let Business Objects consultants or certified partners be involved in any migration to a new platform.

The import wizard in BusinessObjects XI Release 2 supports upgrades from:

- BusinessObjects 5.1.4 and above
- BusinessObjects 6.0, 6.1, and 6.5
- Application Foundation 6.1.b, 6.1.3, 6.5.1
- Crystal Enterprise™ 8.5, 9, and 10
- BusinessObjects XI Release 1

BusinessObjects XI is delivered with migration and conversion utilities to help you automate your migration tasks.

THE STEPS TO MAKING MIGRATION A REALITY

MIGRATION PHASES

Do you want to become familiar with the BusinessObjects XI platform and quickly take advantage of it to achieve competitive advantage? You can achieve this objective by planning some early IT and project team training, and running a pilot BusinessObjects XI deployment in parallel with your current deployment.

Business Objects offers a series of BusinessObjects XI administration training courses via either eLearning or classroom-led training. More information can be found on the following migration training page: http://www.businessobjects.com/services/training/migration_training.asp

Business Objects recommends you go through four key phases to migrate an existing deployment to the BusinessObjects XI platform. Each of these phases is covered in detail as part of the complete documentation available with BusinessObjects XI Release 2, in training courses available from our education services and offerings from our consulting services.

1. **Assessment and planning.** The assessment phase consists of auditing a particular deployment to determine the tools involved and project phases.
2. **Installation of destination environment.** During this phase, a working instance of BusinessObjects XI Release 2 will be installed to provide access to the migration capabilities and allow staff to become familiar with its operation
3. **Importing content to destination system.** This phase corresponds to the actual migration implementation using the appropriate tools to move content from the legacy system to the BusinessObjects XI system.
4. **Test and validation.** The test and validation phase involves any checking and post-implementation tuning required in order for the customer to put the BI system into production.

FOCUS AREAS FOR REVIEWING YOUR BI DEPLOYMENT

The physical migration of the actual users, universes, reports, etc. from one version to another is only one aspect of the migration process. Possibly the most important part of the process is to understand how a current deployment can evolve as part of a migration to the latest version of software. While the need to plan the complete migration in terms of timing, resources required, and deployment schedules is obvious, the opportunity to review the current and future BI needs of the organization is often overlooked.

There are three key areas to consider when reviewing an organization's BI deployment:

1. Business requirements
2. User requirements
3. IT requirements

Changes and plans across each of these broad areas will have a profound impact not only on the approach to migrate existing deployments, but on the future development of a BI strategy. Many organizations are taking the opportunity presented by the migration to BusinessObjects XI to reexamine their BI strategy.

Business Requirements

While your BusinessObjects version 5 or 6, or Crystal Enterprise deployment has been effectively meeting the needs of your business, changes in your organization's situation or goals may require a reevaluation of its design. Some typical questions organizations are asking include:

- What current business initiatives, pressures, or problems can more effectively be dealt with by adjusting the design of our business intelligence solution?
- Is a performance management initiative driving how our organization is measured, leading to a requirement for dashboards and scorecards?
- Has a compliance initiative (e.g. Sarbanes-Oxley or Basel II compliance) introduced new reporting requirements that our current solution cannot meet at a reasonable cost?

Understanding how your BI deployment can change to solve these business problems will be key to continuing its value to the organization.

User Requirements

When reviewing current user requirements, many organizations discover the requirements are different from those the system was originally designed to address. Thus questions such as those listed below will assist in migration planning and in any required redesign of the system:

- Which documents are actually regularly used?
- How are they used?
- Which users in my system are actually active?

- Which user groups required increased interactivity?
- Has my user base expanded?
- How will all of this change in the next 18 months?
- Has training been available to take advantage of current data and functionality?

| Average in Month Before a Report or Analytic Must be Modified | Percent of Reports |
|---|--------------------|
| Less than a month | 11% |
| 1 to 2 months | 20% |
| 3 to 4 months | 25% |
| 5 to 6 months | 15% |
| Greater than 6 months | 28% |

¹IDC found that 71% of reports must be modified or redone within six months of creation.

Answers to these questions provide an opportunity to ensure users can access the insight they need to make more effective decisions. For example, making Crystal Reports documents available via the web in the same environment used to access Web Intelligence, developing KPI dashboards to provide a suitable environment for executives to leverage existing BI development investments, or switching from a desktop-based to fully web-based query and analysis deployment to reduce the cost of making analysis capabilities available to a wide user base—all allow for increased effectiveness.

IT Requirements

The migration of a BI system to a new version also offers an opportunity to ensure the technical infrastructure is aligned to the anticipated usage—data is available and represented in a consistent manner to meet the above requirements for the business and end user. This should, of course, be understood in the context of the business and end-user requirements reviewed above.

¹Source: IDC and DMReview, 2003 compiled by Dan Vesset of IDC in answer to question “What would you estimate is the approximate useful life of a standard report or custom analytic application before it requires its first modification or enhancement as a result of changing information needs driven by business?”

The data infrastructures in many organizations have radically changed over the past several years with the introduction of new data storage models (e.g. data warehouse), new applications (e.g. updated CRM, ERP, or custom applications), and data movement capabilities (new data quality or data integration processes). Additionally, organizations have continued the drive to reduce costs through web-delivered applications and information, while continuing to establish business intelligence standards and competency centers.

We recommend IT departments' have a full understanding of the following issues during data and architecture migration planning:


- What is the most appropriate and cost-effective method of providing the reporting, query, and analysis?
- Does a larger user base require a web-based delivery?
- Is there a greater focus on data quality requiring changes to data integration jobs?
- Have the data sources used in the BI system changed?
- Are there any new capabilities that can improve the efficiency and performance of our system (e.g. the ability to take advantage of aggregate tables within a database system)?
- What design or deployment BI standards have been implemented?

A common customer example we've seen is when the BusinessObjects full client is used to access multiple databases, with some reports containing up to 15 or 20 synchronized data providers. At that time, the full client was used more as a data extraction tool rather than for its ad hoc query and analysis power.

Perhaps now is the time to consider integrating some of your scattered data sources into a single data mart or data warehouse in order to enable one version of the truth across the company, and help gain greater visibility over your enterprise performance.

To enable a single version of the truth and make sound decisions, an organization must establish a solid data foundation.

Because some customers have used the SDKs to customize Business Objects products to fit their specific needs, many customization options have been included as part of BusinessObjects XI standard product features, so you won't necessarily need to migrate all your custom coding to the BusinessObjects XI platform. This will help you considerably reduce your total cost of ownership by cutting back on the support cost for custom code.



Plus our professional services organization and network of certified partners are in a good position to help you migrate your customization to the new model because they may have handled the customization in the first place. Plus, they have direct access to our technical support and research and development organization, which will help speed up the migration of your customized Business Objects applications.

In addition, it is important to understand the training requirements related to taking advantage of new functionality, improved deployment options, and new administration or security models. This review should include both end user and technical staff.

PLAN FOR A SUCCESSFUL MIGRATION

Business Objects consulting services and certified partners can assist you in defining a detailed migration plan, including a user training plan, to ensure quick adoption of the new system.

We can help you assess your current BI deployment within a collaborative strategic requirements gathering workshop. This session is focused on helping you gain the most value from your BI solution. By identifying and understanding your goals and requirements, we can deliver a BI solution to meet your business needs. You can leverage our consulting services and certified partners' experience and knowledge to provide the value and direction necessary to position your BI initiative for success.

Many organizations have tailored their BI system via some customization to map to their unique business needs.

Below are the different stages of the planning process:

1. **Determine business requirements.** When planning for migrations, Business Objects Consulting first work with the customer to define the needs of the business, which drives the migration assessment plan. This assessment provides all parties with a clear and complete understanding of the goals driving the move to a new release.
2. **Assess migration readiness.** After working with the customer to develop a solid understanding of business requirements, Business Objects Consulting performs a detailed readiness assessment and work closely with your technical project team to fully plan the migration. During the assessment, we evaluate your current infrastructure, semantic layer, reports, and customizations to define a migration path tailored to your specific deployment. This assessment provides all parties with a clear and complete understanding of the tasks and resources required for a successful migration.
3. **Develop a migration plan.** As a deliverable from the assessment, Business Objects Consulting will document the findings in a standard migration assessment plan. This plan will include a summary of the business requirements identified, an overview of the current deployment, recommendations on how to proceed with a migration, a description of the activities and resources required to conduct the migration, and training recommendations.
4. **Provide training development recommendations.** As part of the migration assessment plan, we will deliver training development recommendations. This plan assesses the education needs of the customer and creates the appropriate training plan for the business and technical users. Such education could take the form of instructor-led, web-based, CD, Knowledge Accelerator, or Train-the-Trainer.
5. **Provide full knowledge transfer and documentation.** It is the intention of Business Objects Consulting to allow our customers to learn and grow from the deployment of the new platform to the point of total self-sufficiency. It is our intention to work with your business and technical resources to provide high-quality migration documentation as standard within this service offering.

ENSURE QUICK END-USER ADOPTION OF THE NEW SYSTEM

User adoption is a key element in measuring the success of your migration. By driving user acceptance of the new system, you will get a faster return on investment from the updated BI system.

You can engage experts from our professional services team or certified partners to help you via a migration engagement. They will come up with training recommendations—and in many cases—a full training plan as part of the migration planning process. Training is an essential part of any migration and will help you maximize end-user adoption of the new system. Internal advocates (internal sponsors, BI Competency Center) can also help drive end-user adoption across the various departments of your organization.

When planning for a BusinessObjects XI migration, there are three things to consider to ensure successful end-user adoption:

1. **Develop plans and knowledge.** A series of BusinessObjects XI system administration courses are available to help you get familiar with the BusinessObjects XI platform. With BusinessObjects XI Release 2, you will be able to take migration training or specific features and product changes topics training to update your knowledge.
2. **Develop technical skills.** Project teams can be trained through instructor-led courses, eLearning, webinars, or workshops.
3. **Develop business-user skills.** To fully achieve benefits from your BI software, educate your business users with Knowledge Accelerator, and boost the impact of business-user training through customization and user-adoption services.

CALCULATING THE ROI OF MIGRATION

Customers who have migrated to BusinessObjects XI have witnessed considerable benefits for both the IT department as well as those areas of the business where BusinessObjects XI was deployed. Whether it is increasing productivity, streamlining business process, or reducing IT spending—BusinessObjects XI has made a quantifiable impact on those organizations willing to implement the leading BI solution.

Following is a list of key drivers to consider when measuring the impact of BusinessObjects XI standardization vs. maintaining the current BI implementation(s).

- Maintenance retirement cost savings on other BI deployments
- Reduction in IT headcount due to BI tool retirement and ease of management
- Reduction in training costs (both IT and end user)
- Reduction in server or other hardware costs
- Reduced IT administration costs due to:
 - Single metadata layer
 - Single web portal
 - Single security domain
 - Single web environment
 - Single infrastructure for management
 - Simplified SDK/object model
- Improved profitability through more efficient business processes

CUSTOMER CASE STUDY

With over \$800 million paid out in claims each year to its customers, the information overload at Blue Cross and Blue Shield (BCBS) of Kansas City, like any organization its size, is enormous.

Tracking, understanding, and managing this information is crucial to success. For this reason, BCBS of Kansas City executives wanted to standardize on Crystal Reports across the organization—to deliver reports to providers, government offices, and customers. The Business Objects deployment was aimed at making company documents accessible to all internal departments, while allowing individual users to run ad hoc queries. BusinessObjects Web Intelligence allowed BCBS users to easily accomplish this.

Easy-to-use dashboards from Business Objects let company executives quickly retrieve critical business information to make strategic decisions. “Our executives don’t have the bandwidth to deal with lengthy reports. They want to see benchmarks, key performance indicators, and business trends to find out where the company is going,” says Erik Brokaw, BI architect at Blue Cross and Blue Shield of Kansas City.

So, what were some of the key drivers behind BCBS of Kansas City’s decision to migrate to BusinessObjects XI? There were several, and while some were more tangible than others, together they make a compelling story.

TANGIBLE BENEFITS

- **End-user training savings.** Prior to migrating to BusinessObjects XI, training was a huge expense for BCBS of Kansas City. Fifteen people were trained over the course of two days every year to learn how to use the Business Objects solutions. This training took place 10 times a year. Now with BusinessObjects XI, one instructor can do a web-based training for users lasting only two hours. The human-hour savings for trainers as well as the opportunity cost for users not doing their normal jobs amounts to \$247,500 of savings annually.
- **More efficient business processes.** In the past, 40% of BusinessObjects users at BCBS of Kansas City spent considerable time creating, manipulating, and distributing reports to their colleagues and bosses. In fact, many times people receiving the reports would ask business users—not IT—to edit or modify the reports. This caused serious bottlenecks in the information chain. This is an all-too common problem for most organizations. Now with BusinessObjects XI, a “democratization of information” has occurred at BCBS of Kansas City, where individuals find the reports they need, when they need them. All employees using BI can now analyze and make more effective decisions. The cost of user time equates to savings of \$242,880 due to more efficient business processes in place.
- **Reduction in IT staff (avoided cost of BusinessObjects XI).** Of the 900 employees at BCBS Kansas City, 300 of them are now using BusinessObjects XI. This represents over 150% growth in the number of users compared to previous implementations of Business Objects. While in the past, three members of the IT department were required to maintain the requests and needs of the BI users, the migration to BusinessObjects XI has demonstrated the flexibility, robustness, and simplicity of the new solution. Even with 300 users instead of 115, it still requires the same IT staff to maintain the system effectively. BCBS of Kansas City realizes that if they had continued to grow the number of users with the old implementation, they would have required additional headcount to keep up with demands. BCBS of Kansas City made a strategic decision to avoid these IT costs with a migration to BusinessObjects XI and as a result, have realized savings of \$200,000 annually.

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- Reduction in IT staff (dedicated to now-retired BI deployment). With standardization on BusinessObjects XI comes the ability to no longer need to maintain other BI deployments throughout the organization. The quantifiable cost savings takes two forms: the actual reduction in maintenance costs the organization must pay directly to the BI vendor, and the reduction in IT support of the other BI implementation(s). In the case of BCBS of Kansas City, one IT individual was dedicated to maintaining the needs of this BI system, via creating reports for users and addressing help-desk needs. No longer needing to perform these roles has saved BCBS of Kansas City \$8,800 annually.

INTANGIBLE BENEFITS

Most companies that perform cost-benefit analyses to determine the effectiveness of a BI investment, capture and recognize the importance of intangible benefits, even though those benefits will not directly impact the measurement. Do not underestimate the impact these benefits have on the organization. BCBS of Kansas City recognizes the importance of the intangible benefits they captured after the migration to BusinessObjects XI.

- **Single version of the truth.** Too often, organizations have the challenge of making sense of multiple views of key information, each telling a different story of how the company is performing and how to make strategic decisions for future success. At BCBS of Kansas City, migration to BusinessObjects XI meant the retirement of older BI implementations, and the intangible benefit of a single version of the truth. Now, users—from senior executives to information consumers—are all making decisions and acting off the same information. They are aligning strategies and actions to make their decisions much more effective.
- **Growing acceptance in a BI standard.** “We chose to migrate to BusinessObjects XI because it gave us one interface from one vendor for all our BI needs, leading to lower TCO as well as growing acceptance within the organization,” says Brokaw. Users who were being trained on different BI tools were never sure which BI vendor they should rely on most for their information. From training to report sharing, it was difficult for users to embrace BI as the key to deriving actionable information. Now all departments in the organization, including finance, sales, marketing, human resources, underwriting, as well as medical and quality management, are willing to devote the time and energy to make sure BusinessObjects XI is providing them with the most effective information possible.

CONCLUSION

Business Objects recognizes the need to minimize the cost and risk for customers adopting the BusinessObjects XI platform. Business Objects provides a range of tools, documentation, best-practice training, and tailored services via our consultants or certified partners to make this transition as smooth as possible.

BusinessObjects XI is the right platform for the future success of your organization—so take the steps now to benefit from the industry's most advanced and complete BI platform.

For more information about Business Objects products and services, please visit our web site at www.businessobjects.com

RESOURCES

- [What's new in BusinessObjects XI](#)
- [Redefining how information empowers users white paper](#)
- [BusinessObjects XI technical overview white paper](#)
- [Determining query and analysis end-user requirements with BusinessObjects XI Release 2](#)
- [Implementing Business Intelligence standards](#)
- [Browse the Business Objects technical support web site for technical white papers on BusinessObjects XI](#)

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