

DRIVING PERFORMANCE

AGENDA



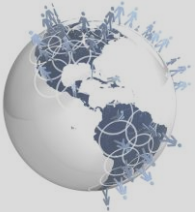
WHO

About me & The VELUX Group



BI AND OUTSOURCING

What makes BI different from other IT areas



IT IS NOT JUST A MATTER OF OUTSOURCING

It is about finding the right way of doing it



WHY MEASURING IS IMPORTANT

How we measure and drive performance

ABOUT ME & THE VELUX GROUP



12 years with VELUX



Head of Global Business Intelligence



Part of the Global Finance Organisation

The VELUX Group is one of the strongest brands in the global building industry



Solutions

Our product programme includes:

- Roof windows and skylights
- Modular skylights for commercial buildings
- Flat-roof windows and sun tunnels
- Blinds and roller shutters
- Flashings and installation products
- Products for remote control

Locations

With manufacturing companies in 11 countries and sales companies in more than 40 countries, our products are widely available. We employ 10,000 people, and our company is headquartered north of Copenhagen, Denmark.

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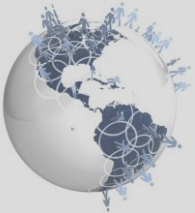
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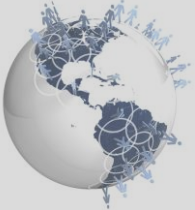
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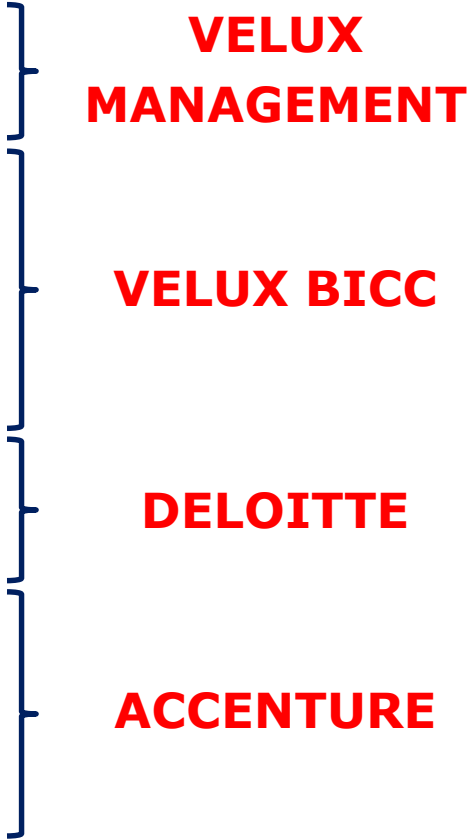
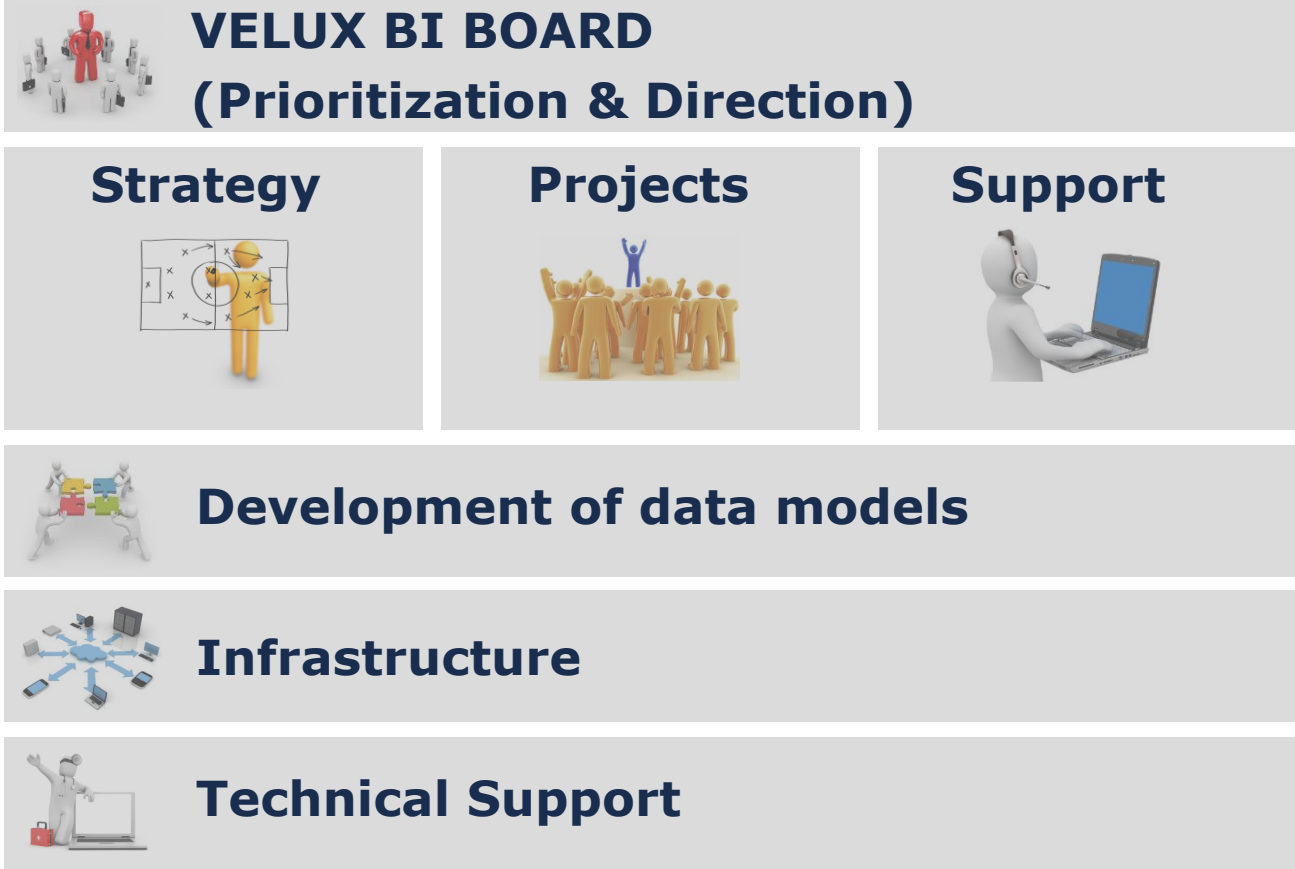
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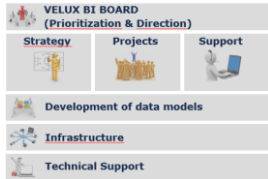
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HOW ARE WE ORGANIZED



THE PARTNERING APPROACH



At the end of the day we are measured on what we deliver to our users. We are all part of making that delivery, we are partners !



OUR RELATIONSHIP IS A PARTNERSHIP

Many claim to be partners yet act as in a standard vendor/customer setup



TREAT OTHERS AS YOU WANT TO BE TREATED

We treat consultants as our own employees



WE HAVE CHOSEN THE PARTNER

Stand by your choice of IT partner rather than blaim them for mistakes

HOW WE WORK TOGETHER



We will try any combination as long as it works, but we won't choose a combination just because it's cheap !

Philippines:

Load Monitoring

Spain:

Load Monitoring, Operations

Nordics:

Development, Consultancy

UK:

Innovation

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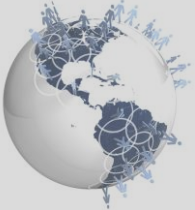
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OUR APPROACH TO MEASURING



NO SLA FOCUS

Fixed SLA's works poorly in a volatile software environment



NO PUNISHMENT

Measuring with the purpose of punishing someone is not our style



CONTINUOUS IMPROVEMENTS

We measure in order to ensure that we improve our services



BETTER INSIGHTS

Measuring gives you new and interesting insights and leads to improvements



EXPANSION

As our systems change so does the scope of our measurements

WHAT WE MEASURE



VELUX BI BOARD

Spending



STRATEGY

Users and user behaviour

Review meeting feedback



VELUX SUPPORT

Incoming calls

Status on each operational task

Happy and dissatisfied users



VELUX PROJECTS

Project evaluation

Weekly progress on projects

Spending



Technical Support

Open incidents

Response times

User satisfaction



Infrastructure

Load monitoring

System monitoring

End user experience monitoring

In total we have 100+ measuring points so the trick is to be good at condensating the important messages of the monitoring and keeping a focus on the things that matters !

OPERATIONAL STATUS

STATUS



OPERATIONAL STATUS BUSINESS INTELLIGENCE MAR 2015

Downtime

2/3: One hour of downtime, caused by maintenance of the servers where a restart was not carried out as it should have been

5/3: 2 hours of downtime due to a change in authorization that had an unexpected impact

16/3: One week of downtime see explanation in the article on the right

Top issues

"Slow BPC performance" We have turned protection of the input forms off, leading to better performance. We have also finished testing a never version of the BPC client tool. It solved several issues in Excel 2013 but caused poor performance on Excel 2007 instead. We are currently implementing trace tools to dig further into the performance issues. We have also concluded that it is difficult for us to support both Excel 2007 and Excel 2013. As a result we are planning to speed up the



We are sorry !

On the 16th of March our users woke up to an unavailable reporting system, the downtime ended up lasting an entire week. It was thus the worst case of unexpected downtime we have had in more than two years.

What happened ?

During the weekend leading up to the 16th we were supposed to extend the hardware on the reporting platform. The change was executed by Accenture supported by SAP and HP. Several steps in this process failed:

- Data is corrupted because it is not noticed that data is still present in the area that is being changed
- Twice a data restore is attempted until it is noticed that a certain feature has not been activated causing the failure
- After the data restore a backup is initialized this fails due to a segment running out of disc space and thus had to be repeated

What have we learned?

- We underestimated the risk profile of the change
- We underestimated the skills required to perform the change
- Our disaster communication should be improved

Each month I try to sum up the main operational conclusions in a nice layout and a language the business can understand

Behind this status is of course tons of measurements and information but only the relevant parts are brought forward

AMBITION LEVEL

The status from each subarea feeds into the overall status

One person is in charge of each sub status



WHAT DRIVES PERFORMANCE



THE FACT THAT WE ARE ALL MEASURED

We are not just focusing on the IT partner



WE MEASURE BEFORE AND AFTER

It creates so much positive energy to see the effects of improvements



DATA IS USED IN A POSITIVE MANNER

We all use findings to suggest improvements not to point out flaws



WE ONLY MEASURE IF IT MAKES SENSE

We constantly adapt what we measure



WE USE FIXED PERFORMANCE BOARDS

We use lean principles and gather around performance boards

CONCLUSIONS



MEASURING ALONE DOES NOT DRIVE PERFORMANCE

- **Creating a good work climate with your sourcing partner has an impact**
- **Creating the right sourcing strategy for your area has an impact**
- **What you measure has an impact**
- **How you use the measurements has an impact**