



Welcome to the inaugural issue of the CBOS Business Intelligence!

CBOS, Inc., formerly Complete Back Office Solutions, LLC, has evolved to focus on helping our clients make more informed business decisions by delivering Performance Management Analytics, which is sometimes referred to as Business Intelligence. We are truly excited about our new direction as it has been driven by marketplace demand for strategic solutions that combine powerful information technology tools with organizational data, analytics and financial analysis to optimize business decisions. Current research has shown companies that use Business Intelligence outperform their competition. Simply put, CBOS gives clients data driven insights to help them become high-performing businesses.

Through conversations with VPs and C-level executives, we have learned that in these uncertain economic times, many executives are being asked to do more with less to reduce or maintain budgets, driving the need for better decisions, more efficient processes and sharper scrutiny of spending. We have also learned there is a knowledge gap surrounding Business Intelligence – What it is; How it works; How it can help. We hope this newsletter serves to answer these questions and empower senior level professionals to do more with less, achieve better outcomes and greater ROI's on organizational assets. The CBOS team believes that almost every company and institution can be functioning at a higher level in all facets of its business –from project management to human resources to marketing and more. Unlocking the business intelligence that is inside your organization right now could give you a true competitive edge.

Our newsletter will uncover the latest technologies and solutions in our industry and explain how and why you might use them. In this issue, we focus on the CBOS **Project Analytics Business Intelligence solution**. Companies can streamline project processes; condense project timelines; and lower project costs by implementing Project Analytics. Future issues will cover Human Capital Analytics, and Financial Analytics as well as analytical processes such as data exploration, predictive analytics and where Business Intelligence is going with mobile technologies.

We hope you enjoy this issue and look forward to your feedback.

What is Project Analytics and How Can It Improve Performance?

In many project-based organizations such as Pharmaceutical/Life Sciences, Construction, Manufacturing and those companies with project-centric functional areas such as R&D, Information Technology, Human Resources, and New Product Development, project-related information is fragmented across many systems, departments and individuals. Why does this matter? Most projects do not work in a vacuum. Actions taken on one project affect cost and available resources throughout the company. Individually and together, projects affect organizations' strategic performance. A consolidated view of that information enables project stakeholders to -Assess the viability of projects within a portfolio; Decide whether projects are meeting Key Performance Indicators (KPIs); and - Provide clients access to relevant data for proactively checking on their projects' progress.

Project Analytics (defined): Project Analytics is a business intelligence solution that effectively mines and merges all of the organization's information entered into both unstructured data sources (documents, spreadsheets and email) and structured sources (such as a project database). That breadth of data gives senior level executives visibility across projects, resources and portfolios. It then integrates this data into powerful dashboards and reports that assist senior level executives and managers to see the true picture of a project's status and to make informed and needed adjustments to people, processes and timelines before it is too late. It prevents cost overruns, delays, and most importantly, unhappy customers.

Project Analytics (our approach): When you engage CBOS to provide Project Analytics, we...

- **Start with what you already have** by building a bridge between value optimization and resource utilization to select project portfolios based on alignment with business strategy and resource capacity.
- **Objectively define, communicate, and prioritize business strategy.** Even if you have not formally documented a "mission statement" we make it our business to fully understand what you and your organization are passionate about.
- **Communicate with you and other stakeholders** to find out what you want to achieve and what might be holding you back.
- **Score and assess competing project requests** from multiple dimensions.
- **Run what-if analysis optimization scenarios** under various budgetary constraints.
- **Compare and contrast portfolios** and gain insight through advanced analysis such as Efficient Frontier modeling.
- **Assess capacity and adjust project schedules** to maximize resource utilization across the planning horizon.
- **Assess where you are in the journey** to use data as a company asset, utilizing the CBOS BI Capability Maturity Assessment, Then we address the major gaps (data cleansing, and data augmentation, decision process improvements)
- **Revisit your pain points and goals**, this time with BI tools to provide additional insight into your people, processes and tools in one functional area.
- **Create an action plan** that allows you to reap the low hanging fruit \$ and queue up additional projects to move you further along in using data as a company asset that provides real ROI.
- **Consult with you to make Business Intelligence and Financial Analysis an integral part of your company's "DNA".**

We teach your organization to fish rather than serving you the meal, by enabling your organization to obtain insight beyond the data and make decisions based on what they "know" not what they "think".

What is Project Analytics and How Can It Improve Performance? (continued)

Project Analytics (primary benefits):

Single Project Analytics

- Project analytics integrates data across different areas and departments within an organization and presents a holistic view of a project or projects including: customer, costs, revenue, resources, the specifics of individuals' tasks, and deliverables.
- Actively compare the project to industry and company benchmarks throughout the project
- Predictive Project analytics identifies projects in need of intervention based on leading indicators of potential failure by analyzing historic project performance potentially saving projects that would otherwise fail.

Project Portfolio Analytics

- Project Analytics ensures effective project portfolio management and alignment with an organization's strategic objectives by identifying and executing only those projects that fit the strategic profile. It is important to define project profiles quantitatively and identify problems within a project while these problems are still actionable.
- Pressure to reduce or maintain budgets is driving sharper scrutiny of discretionary spending, and increases the importance of effectively identifying, selecting, and delivering project portfolios that best align with an organization's business strategy and that maximize ROI.
- Best-practice portfolio selection techniques provide both value optimization—that is, alignment with business priorities and maximizing return on investment (ROI)—and resource utilization, or understanding resource capabilities and availability. Enabling Executives to determine not only which projects to undertake, but to forecast when projects can be delivered

ATTENTION: Project Managers\Project Participants

Project analytics can help project managers and project participants plan resources effectively, monitor spending and allow project managers to proactively manage the project scope, budget and timeframe. For instance, project analytics can present the probability that a project may go off track based on a predefined variable, therefore enabling proactive, versus reactive project management.

By providing the following information to project managers, they can drill all the way to a cost/revenue transaction or a budget transaction.

- *detailed information for a specific project including budget accuracy*
- *details by project and financial resources*
- *cost types viewed by task, expenditure category*
- *resource type; and revenue and profitability by project or category*

With this comprehensive analysis, project managers can better control the risks associated with cost and schedule overruns.

What is Project Analytics and How Can It Improve Performance? (continued)

Project Portfolio Analytics (continued)

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ATTENTION: C-Suite Executives

Wouldn't it be great if a company executive could manage their projects like an investment portfolio, using tools that resemble e-Trade? This is exactly the value that project analytics delivers—by tracking project trends and leading indicators an executive can choose the right project mix and proactively intervene when necessary.

Further analysis can be done by drilling down to detailed information—such as profitability and cost at the task level—for each project. With up-to-date information, executives can quickly make sound, fact-based decisions on project resources, funding and optimizing cash flow.

FEATURED NEWS: CBOS Achieves Nationally Recognized WBE Certification

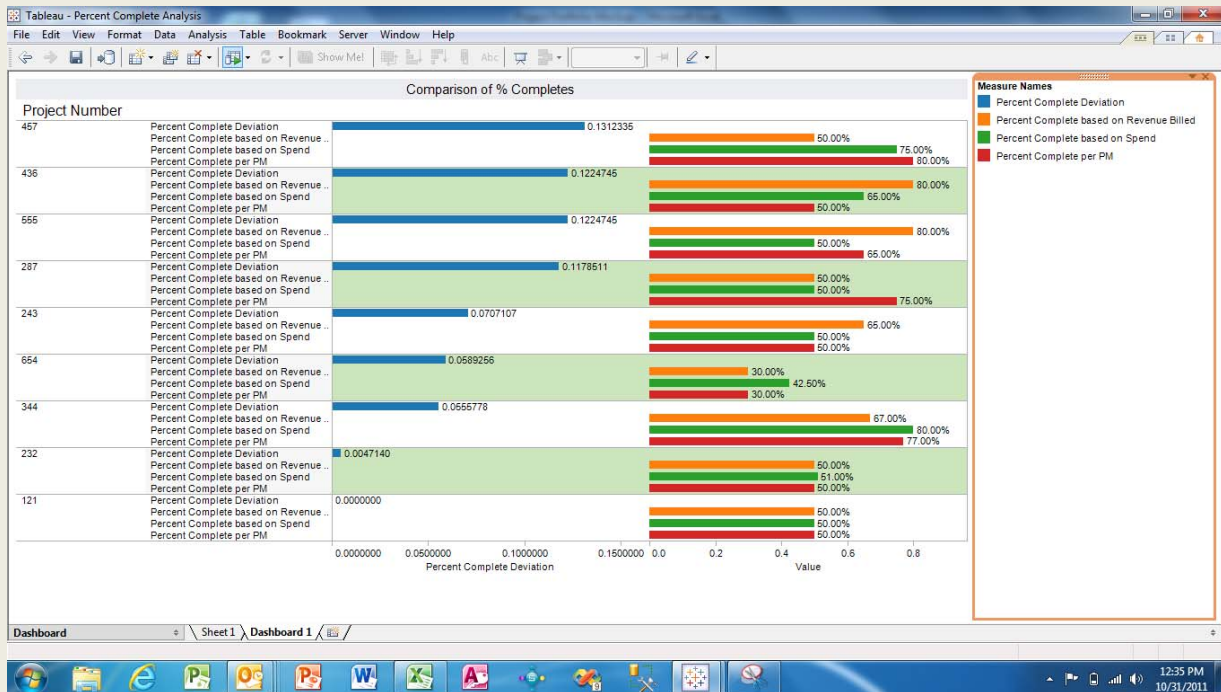
We are pleased to announce that CBOS, Inc. has achieved National Certification as a Women's Business Enterprise from the Women's Business Enterprise National Council ("WBENC"). WBENC provides the most widely recognized and respected certification in the United States for women business enterprises. The key requirement for WBENC certification include that the business be managed and controlled by a woman or women and at least fifty-one percent owned by a woman or women.

We are incredibly proud to be certified as a Women's Business Enterprise and to be in the company of such well-respected and diverse women-owned businesses. I am confident that being WBENC certified will help increase visibility of CBOS and provide greater access to supplier diversity programs. We look forward to pursuing the many opportunities to come.

Project Analytics in Action

If your organization had Project Analytics, what might you see on a monthly basis? The following is an example of Project Analytics in action. We have provided data visualization (a chart that represents the data and analysis) that would be used by executive staff to view its portfolio of projects on a Percentage of Completion Analysis.

In this case we are comparing how complete a project is by calculating it three different ways: (1.) based on project spend, (2.) based on project revenue, and finally, (3.) based upon percentage complete as reported by the project manager. By holistically viewing the project portfolio, instant data-driven insight is available:



This histogram was created using Tableau

The Percentage of Completion Analysis shows that if a project's orange, green and red bars line up (standard deviation = 0), then in all likelihood the project is moving ahead and being billed on a timely basis. Projects where the bars do not line up (the larger the standard deviation, the more dispersed), may be running into problems such as: a potential revenue lag, a schedule lag or expenses that are outpacing project completion. Project Analytics makes identifying these various situations simple and actionable. This is just one example of how Project Analytics can provide insight that otherwise would not be available in a way that is fast and actionable.

If you are interested in how Project Analytics or other applications of Business Intelligence could benefit your company, contact us at 1-800-595-8591x101 or email us at kbrunner@cbsinc.com.

LOOK FOR OUR NEW AND IMPROVED WEB SITE – COMING SOON.

CBOS STRIVES TO BE YOUR RESOURCE FOR THE LATEST INFORMATION ON BUSINESS