



# Case Study: Compass Group Deutschland GmbH

Web-Reporting with Balanced Scorecard

## The Company

The Compass Group Deutschland ([www.compass.group.de](http://www.compass.group.de)) – market leader for Catering and Food Services in Germany – provides daily catering services for more than 320,000 guests of around 1,000 corporate customers. Subsidiaries are Eurest (No. 1 in corporate catering throughout Germany), Medirest (serving clinics, schools and retirement homes), Eurest Sports & Food (serving sports arenas), and Food Affairs (catering to top restaurants, e.g. MAIN TOWER in Frankfurt or Burg Crass in Eltville). Compass Group Deutschland employs approx 13,000 people and achieved revenue of 602 million euros in the 2006/07 fiscal year. The parent company, Compass Group PLC of Great Britain, employs close to 400,000 people in 65 countries and is a world leading foodservice and support services organization, with annual revenues of around £10 billion.

## The Requirements: Customized Balanced Scorecard Solution

The Compass Group Deutschland needed a customized solution to control its approx. 800 operational units. A central reporting platform, or Balanced Scorecard, should depict the business development of operational units and regional structures in a transparent manner and in real-time.

Compass Group was unhappy with the results of the standard tools. Fred Schuhardt, IT Project Manager for Compass Group, decided that a customized solution was necessary to meet the particular requirements of a decentralized organization like Compass Group. The project team decided in favor of a combination of Palo OLAP Server and Palo Worksheet Server to build the technical basis for the electronic scorecard. Excel integration and ease of use were the crucial factors.



The Compass Group Deutschland GmbH controls its decentralized organization units via a Balanced Scorecard solution, which may be accessed by all operational managers and the executive board via the Web. The electronic BSC is based on Palo OLAP Server and Palo Worksheet Server, which consolidate and analyze SAP data and data from other source systems. Approx. 925 users work with the reliable and stable web application. The universal reporting tool makes current developments in the entire organization transparent.

### SYSTEM

- PALO OLAP SERVER
- PALO WORKSHEET SERVER

### SERVICE

- CONSULTING

*»We have been able to implement a customized Balanced Scorecard solution with Palo OLAP Server and Palo Worksheet Server. The dynamic BSC can be customized easily.«*

Fred Schuhardt, Senior Projekt Manager IT  
at Compass Group Deutschland GmbH

## The solution: Decentralized Web Reporting

With the support of a Jedox consultant, Schuhardt designed and implemented a complex BSC solution within 3 months. The Balanced Scorecard represents 32 KPIs on company level, updated monthly. In addition to the Balanced Scorecard solution, a pricing tool was implemented which, for example, contains sales figures and cost-volume-profit analyses for the various operational units. The pricing tool also includes a sales application that can be utilized by prospects to calculate the cost of potential orders via the web.

The operational source data of the reporting tool are mainly retrieved from SAP. Further information is provided by BPQ, Human Resources, the various operations or the vendors via text file, in Excel or from Lotus Notes, and is for the most part transferred to Palo OLAP Server automatically. The analyses are based on 8 data cubes (e.g. the Palo cubes for KPIs, company, targets, budgets and user rights).

All operational managers, chief operating officers, regional directors and the executive board access the Balanced Scorecard via the Web and Internet Explorer. The head office conducts additional analyses data utilizing Excel. All together, there are around 925 users linked to the system. Depending on their area of responsibility, they can view the target values of the various KPIs along with the current month's status. Decentralized data input for processes like KPIs computed from detail data of individual operational units is also possible.

## Easy system customization for dynamic BSC

Since each Balanced Scorecard is "alive" and evolves with the company, system adjustments are particularly important. Every 3 months, Compass Group Deutschland evaluates and (if necessary) adjusts the KPIs; furthermore, new businesses constantly need to be integrated into the organization. Project Manager Fred Schuhardt carries out the required adjustments himself.

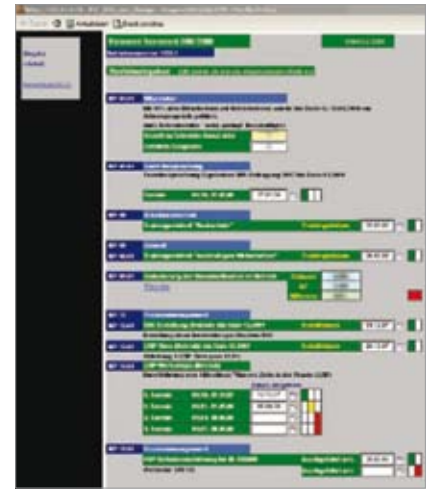
Schuhardt concludes: »Palo OLAP Server and Palo Worksheet Server are stable, efficient and easy to manage. Jedox is available for user-oriented questions – and technical problems don't exist«

## The Result: Transparency and Real-Time Control

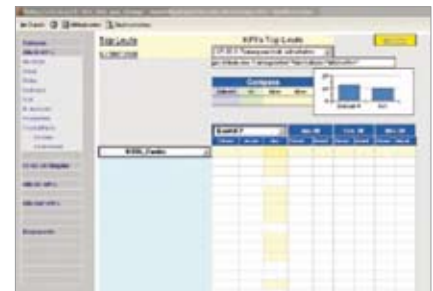
The BSC solution provides transparency to Compass Group Deutschland throughout the entire organization; operations and district managers, as well as company management, are on top of control-relevant areas. Data are promptly available after input in SAP, enabling management to react to deviations early enough.

Monthly target and status reports of the individual operations, like purchasing/selling and stock rotation, are some of the new analyses available. Staff appraisals of skilled employees and managers are also captured, facilitating a systematic process at the 800 operational units.

The regular review meetings of the regional directors are exemplary for the optimization of corporate control. Instead of reporting on and discussing figures alone, the review meetings are used to discuss the substance of present results, deviations and necessary measures. The meetings require much less effort, and the results are strategically more valuable.



Input form



Overview of operational units



Consolidation company level

Jedox, Palo and Worksheet Server™ are trademarks or rather registered trademarks of Jedox AG. All other product names are trademarks of the respective companies. © 2002-2009 by Jedox

Jedox AG | Bismarckallee 7a | D-79098 Freiburg im Breisgau  
Tel +49 (761) 15147-0 | Fax +49 (761) 15147-10 | [www.jedox.com](http://www.jedox.com) | [info@jedox.com](mailto:info@jedox.com)

**Jedox**  
Business Intelligence