

Program



Time	Topic	Speaker
8.30	Breakfast / registration	
9.00	Welcome & Q3 shortly	Pekka Eloholma, CEO
9.15	EIM/BI markets in Nordics	Tero Lausala, Marketvisio Oy, Director
10.00	BI from software vendor's perspective	Christoph Kull, SAP AG, Vice President EMEA Sales BI/DW
10.30	Customer case examples	Timo Helkiö, development director, Affecto Finland
10.50	Affecto's strategy & business development	Pekka Eloholma
11.30	Country units: Sweden & Norway	Fredrik Prien, country manager Sweden Håvard Ellefsen, country manager Norway
12.10	Closing words	Pekka Eloholma
12.15-13.00	Lunch	



Interim Report 1-9/2011

CEO Pekka Eloholma

Affecto

Forward-Looking Statements



Certain sections of this presentation contain forward-looking statements based on the Company's current expectations, estimates, projections and assumptions.

Words such as 'forecasts', 'estimates', 'expects', 'plans', and variations of these words and similar expressions are intended to identify forward-looking statements, which include, but are not limited to, Affecto's performance and profitability, market growth and industry developments.

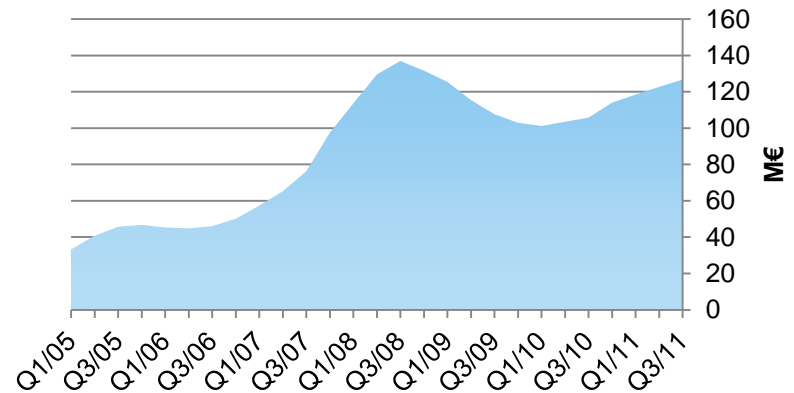
These statements involve certain risks and uncertainties, which are difficult to predict, and therefore actual future results and trends may differ materially from what is forecast in forward-looking statements. Affecto undertakes to update such statements with respect to new information and future events only within the limits of its statutory obligation to disclose information.

Leading BI solution provider in Nordic

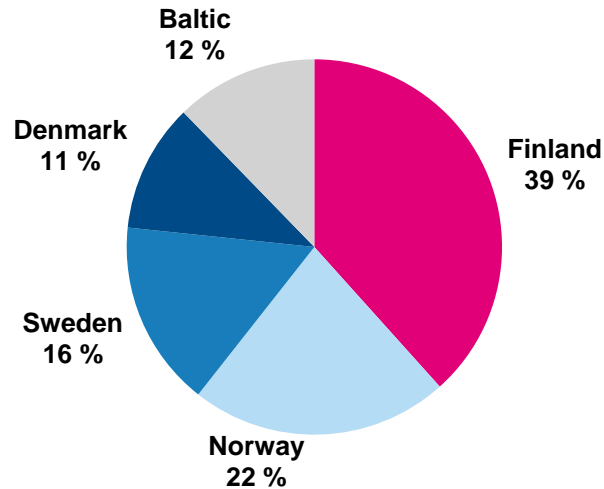


- Net sales: 114 M€ in 2010
- Approx. 1040 employees

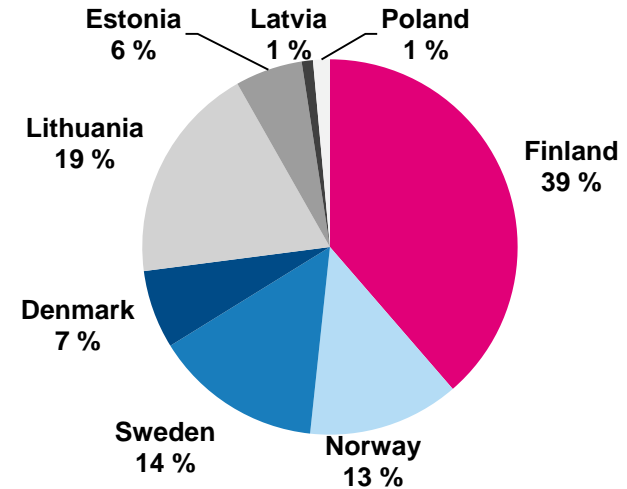
Net Sales, last 12 months



Sales per region – 1-9/2011



Personnel by country (Q3/2011)



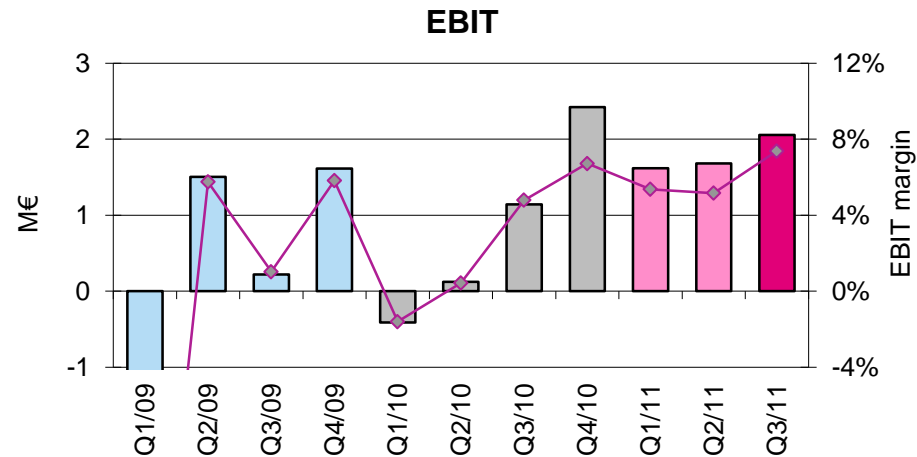
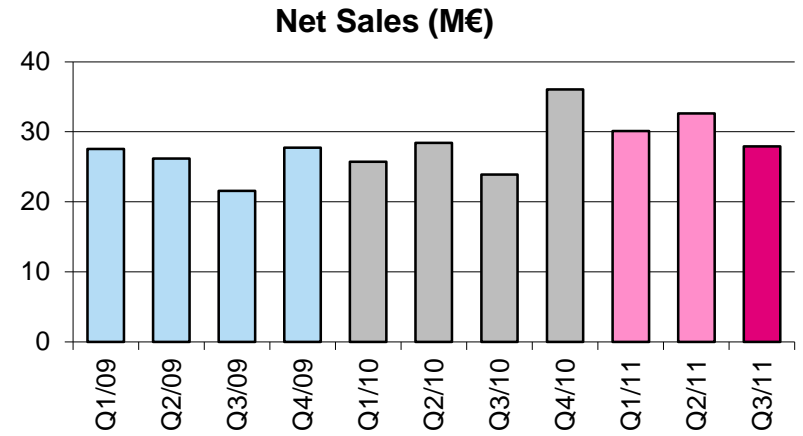
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Overview to Q3/2011



- Net sales 27.9 M€ (23.9 M€)
 - Summer vacations
 - Reported growth 17%, growth in all areas:
 - 71% growth in Sweden
 - 12% growth in Norway
 - Estimated market growth 6-8%

- EBIT 2.1 M€ (1.1 M€)
 - Good result elsewhere except Sween



Segment comparison Q3/2011



Net Sales

By segment	7-9/11	7-9/10	Growth	2010
Finland	11 312	10 529	7 %	46 522
Norway	6 317	5 636	12 %	25 845
Sweden	4 878	2 845	71 %	15 276
Denmark	3 072	2 788	10 %	15 411
Baltic	2 944	2 822	4 %	13 694
Other	-626	-744		-2 669
Total	27 897	23 877	17 %	114 078

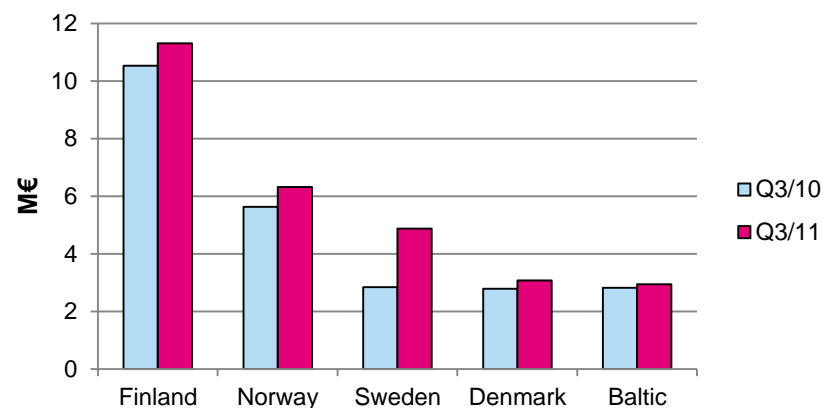
By business line

By business line	7-9/11	7-9/10	Growth	2010
Information Management Solutions	25 565	21 402	19 %	103 579
Geographic Information Services	2 560	2 569	0 %	10 950
Other	-228	-94		-451
Group total	27 897	23 877	17 %	114 078

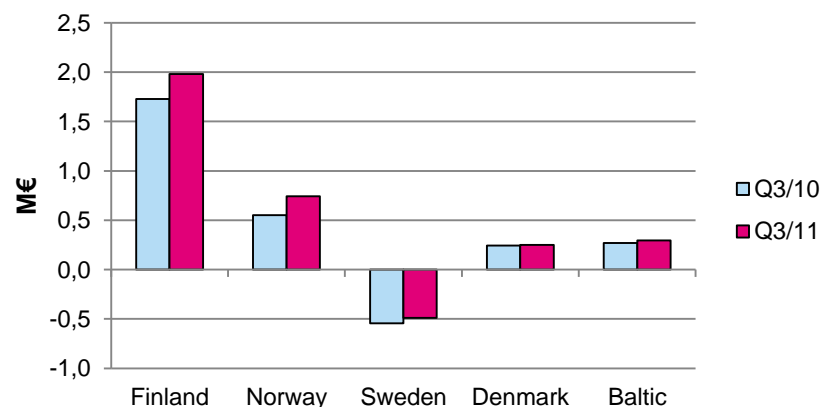
Result

By segment	7-9/11	Margin	7-9/10	Margin	2010	Margin
Finland	1 980	18 %	1 729	16 %	5 073	11 %
Norway	743	12 %	552	10 %	2 405	9 %
Sweden	-488	-10 %	-544	-19 %	-1 666	-11 %
Denmark	249	8 %	243	9 %	1 226	8 %
Baltic	295	10 %	268	9 %	595	4 %
Other	-222		-606		-2 367	
Operational Segment Result	2 556	9 %	1 642	7 %	5 265	5 %
IFRS amortisation	-500		-499		-1 990	
Operating profit	2 056	7 %	1 143	5 %	3 275	3 %

Net Sales



Operational Segment Result



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Income statement Q3/2011



(1 000 EUR)	7-9/11	7-9/10	1-9/11	1-9/10	2010
Net sales	27 897	23 877	90 627	78 032	114 078
Other operating income	4	9	90	23	57
Changes in inventories of finished goods and work in progress	-27	-116	13	-163	-181
Materials and services	-5 713	-4 621	-18 486	-15 082	-25 393
Personnel expenses	-15 334	-13 274	-51 771	-46 969	-64 838
Other operating expenses	-3 929	-3 901	-12 566	-12 471	-17 106
Other depreciation and amortisation	-342	-332	-1 037	-1 026	-1 352
Operational segment result	2 556	1 642	6 870	2 343	5 265
IFRS3 amortisation	-500	-499	-1 519	-1 489	-1 990
Operating profit/loss	2 056	1 143	5 351	853	3 275
Finance costs (net)	-331	-295	-916	-1 357	-1 797
Profit/loss before income tax	1 725	848	4 435	-504	1 479
Income tax	-429	-207	-1 135	88	-546
Non-controlling interest	17	8	5	10	22
Profit/loss for the period	1 312	650	3 306	-406	955
Diluted EPS	0,06	0,03	0,16	-0,02	0,05

- Normal depreciation 0.3 M€
 - Capex 0.3 M€
- Acquisition related IFRS3 amortization 0.5 M€ (0.5 M€) Estimate:
 - 2.0 M€ per year until 2014
- Finance costs affected by fair value of interest-rate swap. Impact
 - +0.2 M€ in Q1/11
 - +0.0 M€ in Q2/11
 - +0.0 M€ in Q3/11

Balance sheet



(1 000 EUR)	9/2011	9/2010	12/2010
Property, plant and equipment	2 014	2 058	1 908
Goodwill	72 066	72 169	72 866
Other intangible assets	6 321	8 498	8 099
Other long-term assets	1 621	2 216	1 561
Long-term assets	82 022	84 941	84 434
Receivables and inventories	37 978	32 864	44 649
Cash and cash equivalents	13 778	9 377	13 818
Current assets	51 756	42 242	58 468
Total assets	133 777	127 183	142 901
Equity for shareholders	56 929	53 509	55 695
Non-controlling interest	374	393	380
Non-current liabilities	34 763	4 463	35 535
Current liabilities	41 711	68 818	51 292
Total equity and liabilities	133 777	127 183	142 901

- Main changes since 12/2010
 - Dividend 1.3 M€
- Interest-bearing net debt 24.3 M€ (22.6 M€ 12/10)
- Gearing 42% (40%)
- Equity ratio 46% (43%)
- Bank loan refinanced, loan agreement until 2016

Ownership structure – 31 October 2011



<u>Registered owners</u>	<u>%</u>
Cantell Oy	10,6 %
OP-Suomi Pienyhtiöt Fund	8,0 %
Mika Laine	6,7 %
Taaleritehdas Arvo Markka Fund	4,6 %
Ilmarinen Mutual Pension	3,9 %
Evli Suomi Fund	3,4 %
Säästöpankki Kotimaa Fund	3,0 %
State Pension Fund	2,8 %
Alfred Berg Finland Fund	2,5 %
SEB Gyllenberg Small Firm Fund	2,4 %
Other shareholders	48,1 %
Affecto Management Oy	3,8 %
Treasury shares	0,0 %
<hr/>	
Total	100,0 %

- 21.5 million shares in total

Flaggings in 2011

- Capman Public Market decreased below 5% in January
- OP-Rahastoyhtiö exceeded 5% in January
- Nordea Rahastoyhtiö Suomi exceeded 5% in February
- Nordea Rahastoyhtiö Suomi decreased below 5% in April
- Aaro Cantell exceeded 10% in September

- Affecto Management Oy owns 3.8% of shares

Note: Based on previous flagging announcements, Arendals Fossekompagni ASA has over 5%, but shares are in nominee register

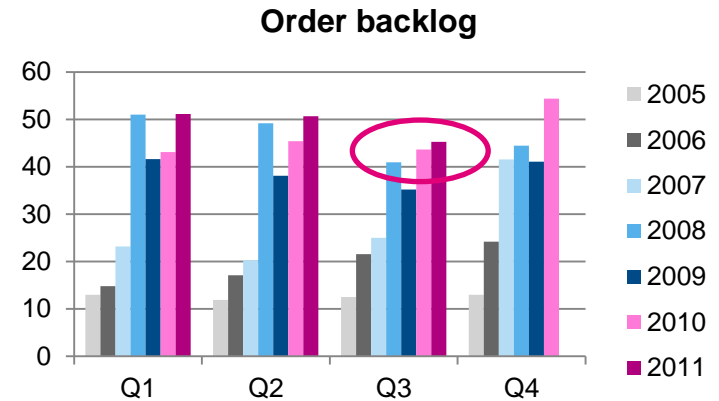
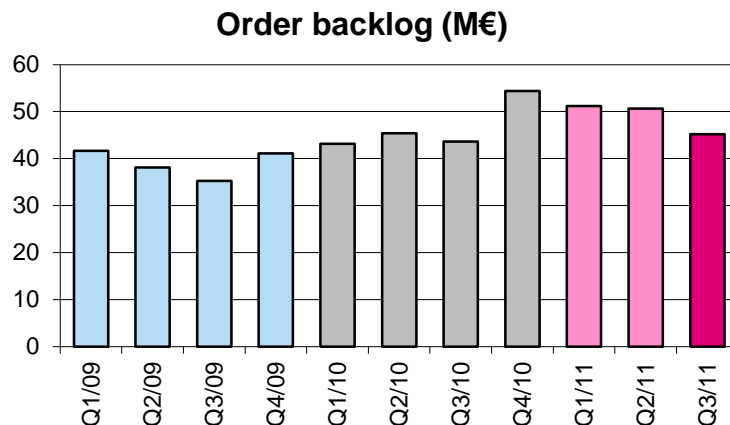


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Outlook



- Order backlog 45 M€
 - Decrease from Q2/2011, but 4% y-on-y increase



- In 2011 the main focus is on profit improvement. Operating profit is estimated to at least double compared to year 2010. Net sales is estimated to grow by at least 10% in year 2011.
- In addition to the business cycle related uncertainty, the weak predictability of license deals typical to the fourth quarter weakens the short-term visibility.

Affecto's largest customers in 2010





Customer case examples

Timo Helkiö, director, business development
Affecto

Business Intelligence?



To use information to understand your business and business environment, to optimize your operations and to support the organisation's decision making.



To steer the organisation with information, focus on the critical success factors. Better ability to forecast and faster reaction to changes.




To streamline management and operational processes by efficient and effective information delivery.

Business Intelligence application areas (examples)



BUSINESS MANAGEMENT



Corporate Performance Management

- Business planning and forecasting
- Strategy implementation

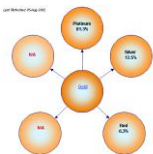


PROCESS MANAGEMENT AND OPTIMIZATION



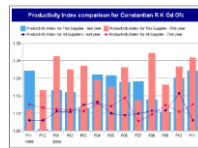
CRM, Sales and marketing

- 360 degree customer picture
- Sales analysis and forecasting
- Marketing optimization



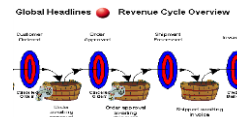
Supply Chain Management

- Monitor supplier performance
- Optimizing purchases
- SCM process metrics



Financial management

- Budgeting and planning
- Cost & Prof. management
- Financial information to business



Human Resources

- Personnel statistics
- HR metrics personnel turnover etc.
- Resource and recruitment planning

Case: Alko, a broad scale data warehousing and analysis solution



- **Data warehousing and analysis covers a wide area**
 - Sales information (to receipt level) sales action information (id check, suspect for mediation, sales refusal)
 - Logistics and product information, supplier analysis
 - HR reporting, working hours analysis
 - Reporting to authorities, media
 - Extranet service: Suppliers can access information about sales, quality, and order books
- **Alko chose Affecto to develop and maintain the solution**
 - Affecto has been the partner to develop the solution
 - Affecto takes care of managing the service and maintains the solution (ongoing services)



Case: Outokumpu, Vertical Profitability System



● Need

- Outokumpu is organized not only by its business branches, but also by different production and service units. The products are manufactured through several units before delivered to the customer
- It has been difficult to see the true customer and product costs through the whole process chain

● Solution: Vertical Profitability System, VPS

- Shows the profitability for business units, the whole supply chain, customers and products

● Development project 2007 – 2009

- Modelling costs in business units -> information consolidation -> reporting development -> change management and education -> deployment
- Extra attention to the ease-of-use of the user interface - Affectos information navigation solution



”Information is produced to support decision making. Now we can e.g. identify our most profitable products or other best business alternatives”

Antti Saarela,
VPS expert
Outokumpu

Case: SKAT, Danish Tax and Customs administration



● Need

- A good picture about the performance of the organisation on several levels
- Performance indicators for
 - Tax and duties collection
 - Service levels, number of pending cases, time spent on advising companies and individuals, etc.

● Solution

- A data warehouse and SAP BusinessObjects BI solutions
- Integrete information from over 60 legacy systems
- Xcelsius Performance Dashboards published on SKAT's intranet

● Affecto as a partner

- "Affecto are really strong on SAP BusinessObjects and we have worked with them for several years"



"The thing about having a system that works and that users are happy with is that they always want more. It's an ongoing process that never ends, and I am convinced that Xcelsius is up for the task."

Eskild Linde Nielsen
Chief consultant at SKAT's Business Intelligence Competence Centre

A business planning solution for Algol



● The need

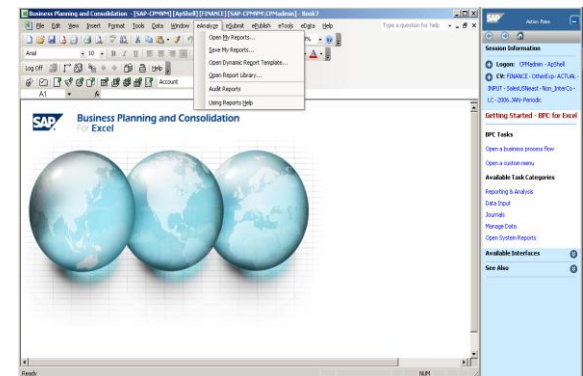
- Algol's international operations needed a comprehensive and consistent monitoring and forecasting system
- The detail level of planning needed to increase
- Transparency and tracability of budgeting process needed to be improved
- Easier integration of budget and actual information for reporting

● The solution: A Planning and reporting system

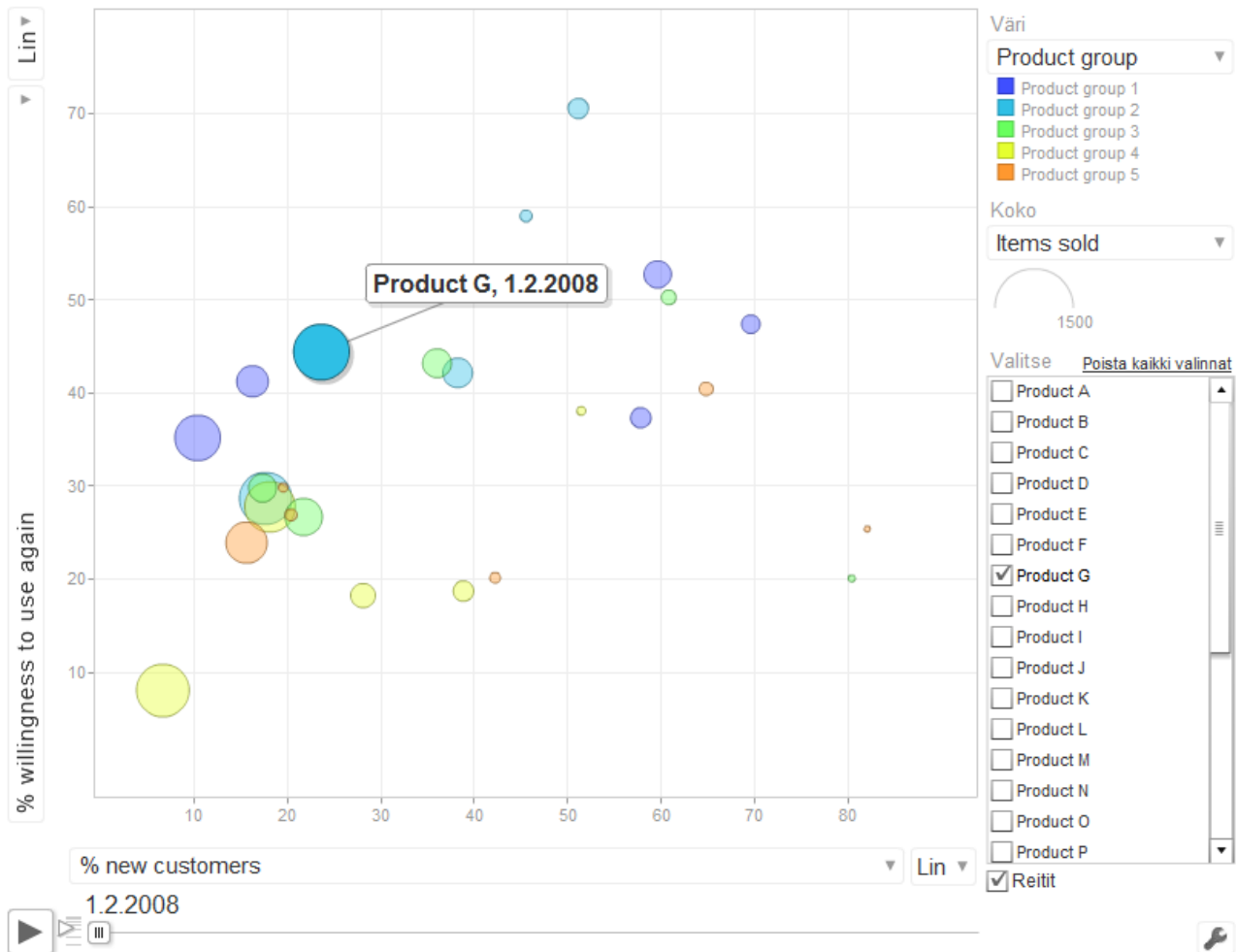
- SAP Planning, BusinessObjects reporting
- An SQL Server data warehouse, Data Integrator as the ETL solution
 - E.g. Importing data from the sales system

● Affecto as a partner

- Planning, data warehousing and ETL, reporting
- Project management



An example of product performance and customers product loyalty analysis



Examples: how do the solutions look like

Finland - IBM Cognos Connection - Windows Internet Explorer

My Folders Public Folders DW-Översikning Audit Pågen Danmark Finland Norge Kund Export Sälli Sverige Sälli Region Syd Sälli Region Mellan Sälli Region Nord SL_201 SL_201

Resultat

Period till nu: 2010-08-31

Period till nu	Nettoantal	% Diff BU	Nettofsg [eur]	% Diff BU	År till nu	Nettoantal	% Diff BU	Nettofsg [eur]	% Diff BU
2010-08-31	5 328	-4.12%	7 745	20.63%	2010-08-31	26 998	0.45%	38 744	28.86%
2010-08-30	1 537	/0	3 147	/0	2010-08-30	8 245	/0	16 987	/0
2010-08-29	32 528	12.70%	56 557	12.06%	2010-08-29	166 253	22.04%	208 088	22.22%
2010-08-28	131 121	-18.62%	210 726	-17.69%	2010-08-28	614 322	-16.58%	992 780	-17.20%
2010-08-27	89 697	-3.46%	127 718	-12.17%	2010-08-27	422 786	-2.92%	606 576	-10.93%
2010-08-26	5 584	-87.83%	7 575	-67.66%	2010-08-26	5 584	-97.40%	7 575	-97.37%
Ti	265 795	-19.06%	413 468	-20.44%	1 244 188	-18.00%	1 951 550	-19.82%	
2010-08-25	216 532	5.34%	235 138	3.55%	2010-08-25	1 088 599	14.07%	1 175 575	10.54%
2010-08-24	110 124	9.08%	166 651	10.54%	2010-08-24	530 036	11.38%	795 344	12.64%
2010-08-23	87	/0	136	/0	2010-08-23	451	/0	706	/0
Ti	326 743	6.59%	401 925	6.37%	1 619 086	13.10%	1 971 625	11.42%	
2010-08-22	18 004	-15.59%	23 581	-15.92%	2010-08-22	82 080	-17.30%	107 726	-17.90%
SI	18 004	-15.59%	23 581	-15.92%	82 080	-17.30%	107 726	-17.90%	
FIN	610 542	-7.04%	838 974	-9.36%	2 945 354	-3.58%	4 030 901	-7.01%	

Nettoförsäljning per kundblock JF BU, fg mån

Nettoförsäljning vs retur per säljare, period till nu

55-DCOMR FINLAND

Nettoförsäljning [eur]	Netto antal Konsp	Index	Aug/2009	Aug/2010	Aug/2009	Aug/2010
66 990	77 583	116	51 432	59 304	67.31%	65.09%
40 772	29 463	72	25 015	18 488	67.73%	63.31%
285 974	312 346	109	214 584	240 699	62.62%	61.30%
0	6 349	/0	0	5 200	/0	58.16%
22 320	25 091	112	14 498	17 737	62.48%	62.87%
29 424	24 557	83	19 903	17 955	65.17%	60.36%
26 198	24 179	92	17 891	17 931	63.79%	60.28%
10 161	11 406	112	4 704	6 128	66.19%	60.24%
20 854	23 043	110	14 190	16 992	64.93%	60.05%
23 840	22 318	94	15 818	16 220	63.79%	59.85%
28 786	25 697	89	19 519	17 103	63.67%	59.62%
27 217	21 755	80	16 653	14 025	60.99%	58.98%
24 457	19 982	82	16 459	14 058	65.31%	58.78%
42 342	36 013	85	28 295	25 723	64.39%	58.72%
26 021	18 298	70	17 437	12 812	65.20%	58.07%
14 339	18 022	126	8 910	12 063	60.71%	57.74%
23 480	15 495	66	15 446	11 063	62.53%	57.11%
31 000	22 629	73	20 375	15 360	62.72%	56.88%
18 389	12 647	69	11 944	8 902	59.29%	56.54%

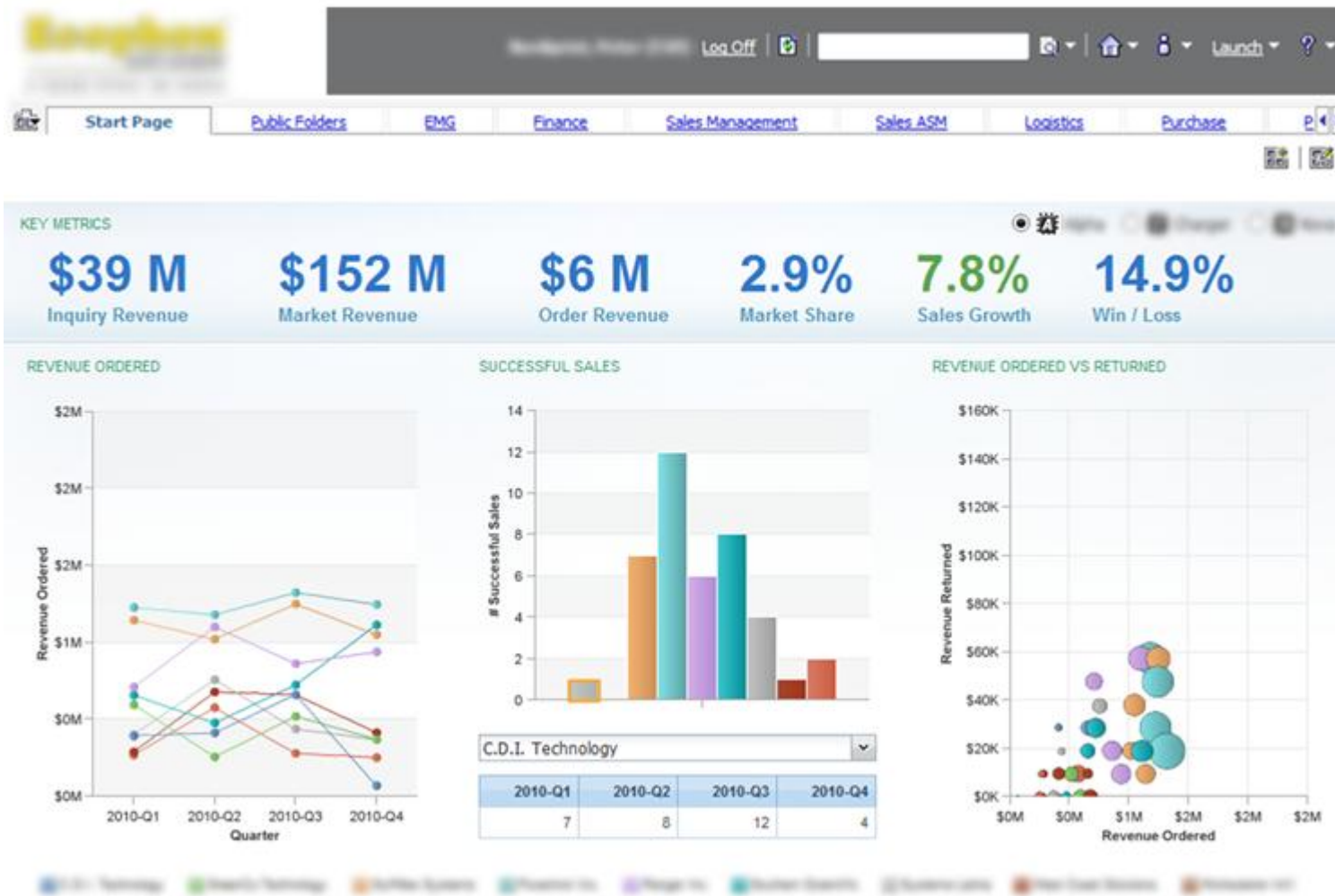
Production & Distribution

Dokument & Länkar

Done_

Internet | Protected Mode: On

Examples: how do the solutions look like



RECENTLY CLOSED DEALS

Example of a digital workdesk for management



http://172.17.13.111/sales/default.aspx Home - Myynnin työpöytä

Intranet > Myynnin työpöytä Welcome Antti Seppälä | My Site | My Links

Sales management

myynnin työpöytä omat arkisto raportointi Site Actions

View All Site Content

Omat

Arkisto

Raportointi

Recycle Bin

	200901		200902		200903	
	Actual	Target	Actual	Target	Actual	Target
Työtunnit	725	710	665	700	121	430
Mike Manager	130	150	110	100	100	100
Mikko Panos	75	50	90	80		100
Nina Penttila	160	160	125	150	121	130
Saini Suunnittelija	100	90	100	110		100
Tarja Testaaja	150	160	130	140		
Tim Test	110	100	110	120		

Revenue (\$)

Tarjouskanta

Revenue (% Change)

Prospektikanta 3-9 kk

Pikalinkit

- Microsoft CRM
- Microsoft CRM
- Myynnin työtlät
- Asiakaskohtaiset tarjous, sopimus ja RFI valmistelu työtlät
- Ratkaisupankki
- Hae tehtyjä ratkaisuja ja ratkaisukuvauksia per teknologia, toimiala, maa
- Dokumenttipohjat
- Tarjous ja sopimus pohjat, liitteet, yritys ja palveluesitteet,...

Työtilahaku

Asiakas tai projekti

Väimeisimmät

Type	Name	Modified
📄	Ratkaisukuvauks_XXXXXXXX_Cognos raportointi NEW	10/18/2010 4:23 PM
📄	Tarjous_XXXXXXXX_Cognos raportointi_2010-09-09 NEW	10/18/2010 4:23 PM
📄	Tarjousestely 13.9.2010 NEW	10/18/2010 4:23 PM

Kauppalehti

Yritysuutiset | Kauppalehti.fi

Ankea tilanne Turussa: Liikevaihdot romahtavat

Yrittäjä: Älä lahojo virkamiestä ulkomalla

Senttihuutokauppa vie palvelunsa ulkomalle

Työntekijät kuntoon: Kilometrikorvaukset pyöräilystä

Huippuravintola vaihtaa omistajaa

Year	2007	2008	2009
Sum of SalesAmount	29,715,940.47	32,768,081.34	48,711,108.17

Row Labels	2007	2008	2009	Gr
Audio	\$ 2,715,940.47	\$ 3,268,081.34	\$ 4,711,108.17	\$
Bluetooth Headphones	\$ 3,085,822.78	\$ 34,808,375.04	\$ 23,209,866.17	\$
MP3MPP	\$ 15,942,556.59	\$ 22,544,886.54	\$ 26,241,110.45	\$
Recording Pen	\$ 4,194,423.90	\$ 15,154,281.64	\$ 25,140,221.75	\$
Camera and camcorders	\$ 1,802,249,129.12	\$ 806,909,484.27	\$ 437,219,976.11	\$
Camcorders	\$ 518,955,347.29	\$ 453,113,187.88	\$ 395,898,425.78	\$
Camera & Camcorders Accessories	\$ 21,648,485.52	\$ 12,795,502.94	\$ 27,371,109.34	\$
Digital Camera	\$ 162,511,425.29	\$ 108,902,475.19	\$ 91,175,028.58	\$
Digital SLR Camera	\$ 377,884,357.22	\$ 236,183,462.06	\$ 208,383,408.81	\$
Cell phones	\$ 146,113,128.98	\$ 253,894,548.88	\$ 372,266,387.43	\$

Calendar

- 3.11.10 ECM & Document mgmt konferenssi
- 8.11.10 Myyntikokous, Helsinki, Bolero
- 10.11.10 Cognos Performance day, Helsinki
- 25.11.10 BI-Strategia aamuseminaari, Helsinki
- 29.11.10 Markkinointipalaveri, Kevät 2011 tapahtumat, Bolero

Affecto Capital Markets Day

11.11.2011



Thank you!

Timo Helkiö
timo.helkio@affecto.com

www.affecto.fi



Affecto



Affecto's Strategy & Business Development

CEO Pekka Eloholma

Contents



- Overview to Affecto's strategy process
- Strategic goals
- Strategic development initiatives

Strategy process - background



- A larger strategy process conducted every few years
 - Smaller updates every year, based on business developments and market conditions
 - Typically a 2-3 year period as the basis for strategic targets & development actions. Current strategy period 2011-2013
 - The surroundings of our core business evolve constantly
 - The meaning of "Business Intelligence" has been changing. New related areas have been added, and correspondingly the importance of some other areas has decreased
- Transfer from BI to "Enterprise Information Management" - EIM

Strategy process - components



- Public targets
 - Descriptive targets: vision, mission, customer promise etc.
 - Financial targets
- Internal targets
 - Desired characteristics & targets in business practices
 - Related to personnel, customers, project type, competencies
 - Tools for transferring the public targets into practical business management goals in the line organisation
- Development projects
 - Group-wide initiatives for supporting the required changes
- Actions for creating employee commitment to strategy



Affecto

Vision, mission and customer promise



Vision

The leading North European Enterprise Information Management company in size, revenue, margin, customer and employee satisfaction

Mission

We fight for the right that every person should have the information that makes his/her work effective and inspiring

Customer promise

We improve our customers' productivity and competitiveness by superior use of information

Affecto

Offering: Solutions for better decisions



Information infrastructure

- Data integration
- Data warehouse
- Data Quality
- Master data management
- Information lifecycle management



Information and performance management

- Analytics and reporting
- Budgeting and planning
- Dashboards and BI desktop for everyone
- Cost and profitability
- Risk management



Collaborative decision making

- Collaborative BI
- Case management
- Document management
- Intranet, extranet and portals



Business process & tailor-made software solutions

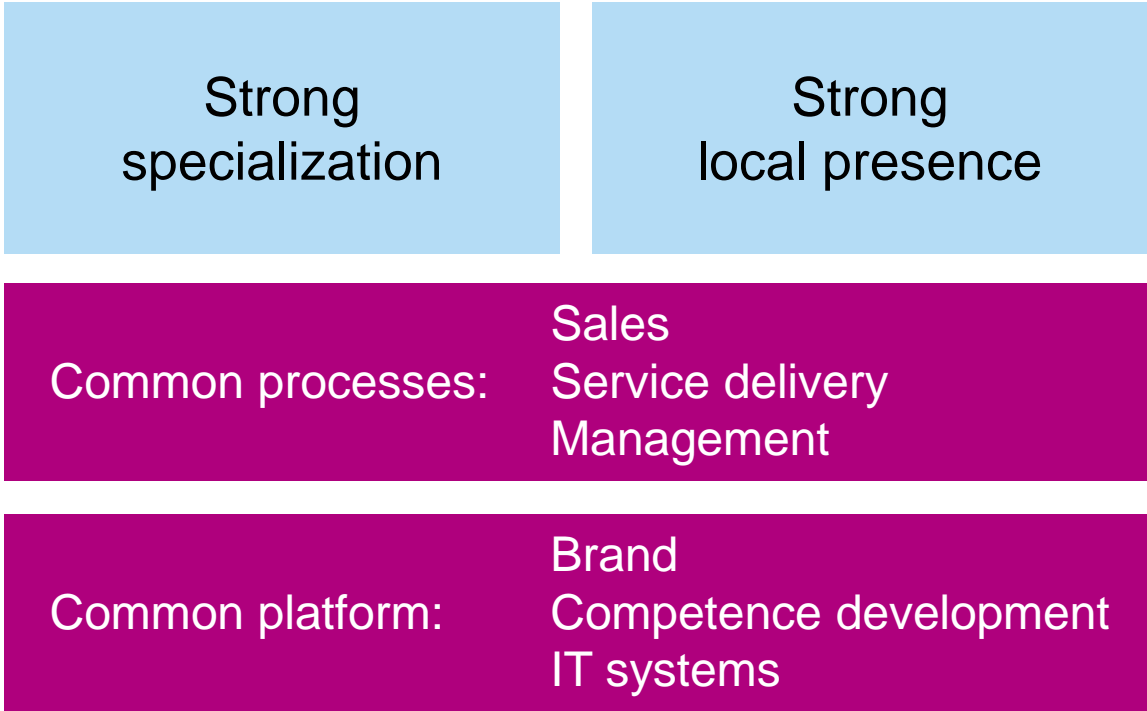
- Solutions for critical business process optimization
- GIS
- Insurance solutions

Supports the entire Enterprise Information Management value chain:

Affecto Business Advisory, project management & implementation,
Affecto Service Management, Affecto Academy

Affecto

Cornerstones of our operations



Financial targets: Profitable growth



Long-term financial targets

- Organic revenue growth to clearly exceed the market growth, which is estimated to be 6-8 % per year in the relevant markets
- Profitability: one of the highest in our segment, the listed Nordic IT service companies

Dividend policy

- The board intends to propose to the general meeting dividends up to one-half of earnings per share on average over the longer term

Development Initiatives 2011-2013



Initiative	Practical description
Taking Full Responsibility	Sales Process Development
Information as an Asset	Strategic Offerings
The Affecto Way	Professional and Efficient Project Delivery
Building the Affecto Platform	Common IT and Finance Systems
The Lean EIM Company	Management Processes
Making Affecto Visible	Marketing and Branding
We Can Do It	Competence Development

Offerings development



- Constantly thinking about the solution areas that build our offering for customers

- **Keep on doing what we are good at!**

- Data Integration, Data Warehouse, Reporting and Analysis, Budget & Planning, Portals, ECM
- SAP, Informatica, IBM, Microsoft and Oracle

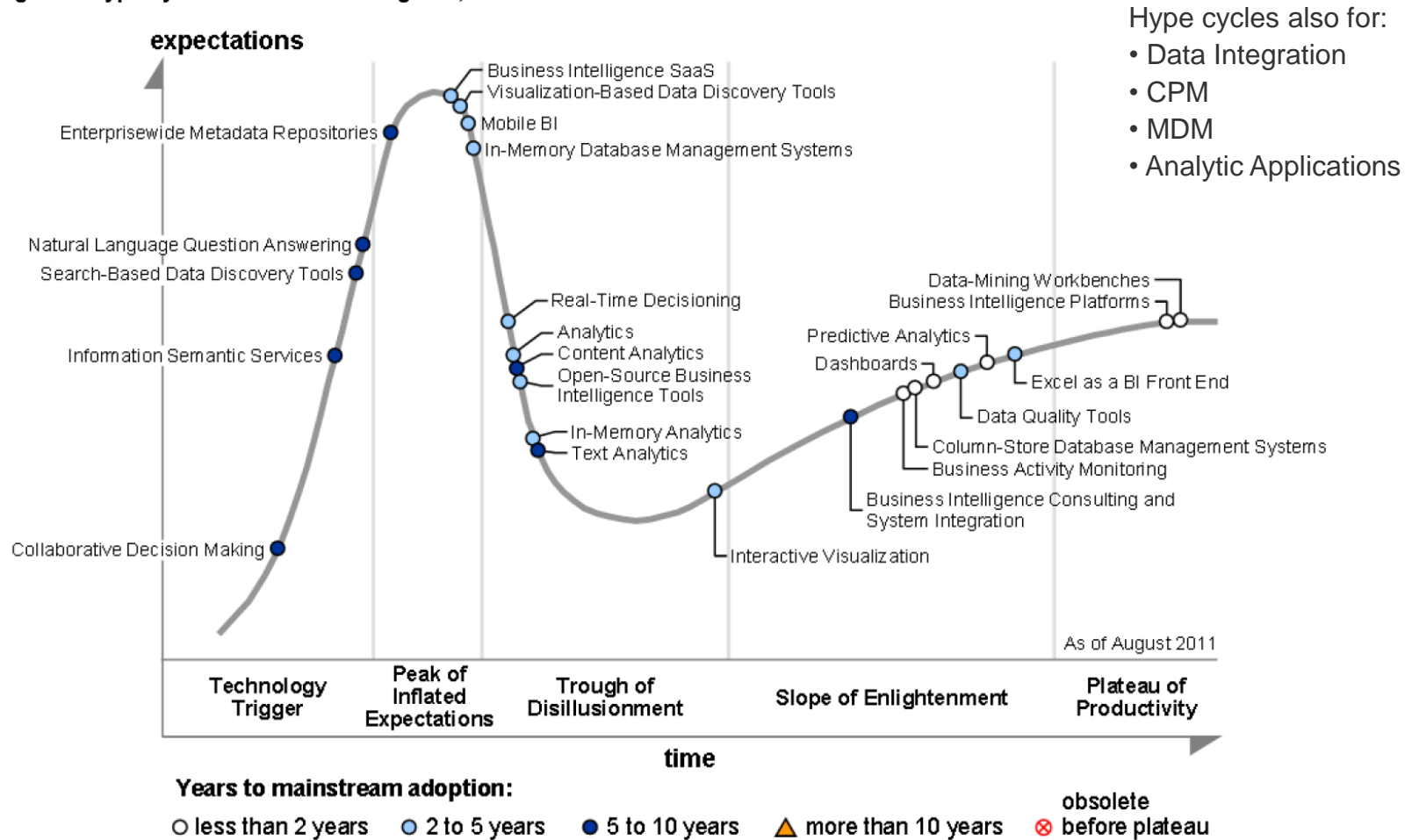
- **On top - Add more value for the customers with new offerings**

- BI Strategy, BICC, Solvency II, Collaborative BI, Master Data Management
- Mobile BI, Cloud, BI as a Service, In-Memory

One planning tool: Gartner Hype cycle



Figure 1. Hype Cycle for Business Intelligence, 2011



- Hype cycles also for:
- Data Integration
 - CPM
 - MDM
 - Analytic Applications

Source: Gartner (August 2011)

Fight for talent – intensifying competition for the best employees



- Our business is based on the consultancy work performed by our employees. We need to constantly develop the skills and knowledge of the existing employees, and to entice new recruits
- Great Place to Work as a measurement tool about employee satisfaction
 - Provides internal trends on country/unit/team level and also comparison to peers
 - Positive developments and good scores in last survey
- Affecto University as the umbrella brand for competence development activities



Competence development



Strategy concerns all employees, not just the top management



- To make the strategy and related development actions visible to all employees, strategy workshops have been organised in all the countries

2013
Unleash
the Affecto
potential





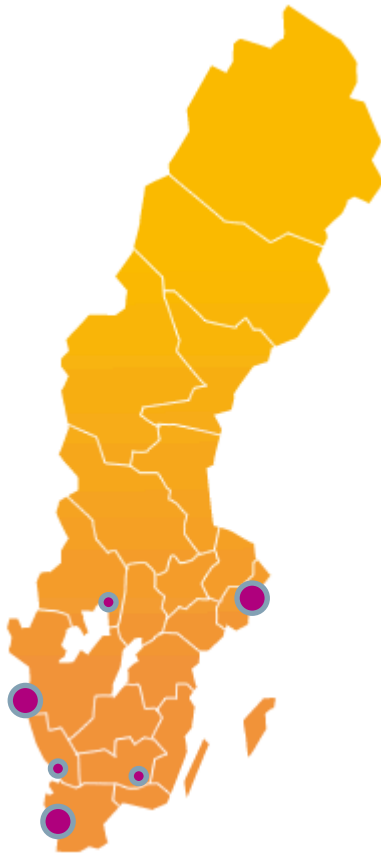
Affecto Sweden

Fredrik Prien
Country Manager



Affecto

Affecto Sweden



Affecto acquiring Intellibis in 2006 and Component Software in 2007

Fredrik Prien appointed Country Manager in 2010

Offices in Stockholm, Gothenburg and Malmö

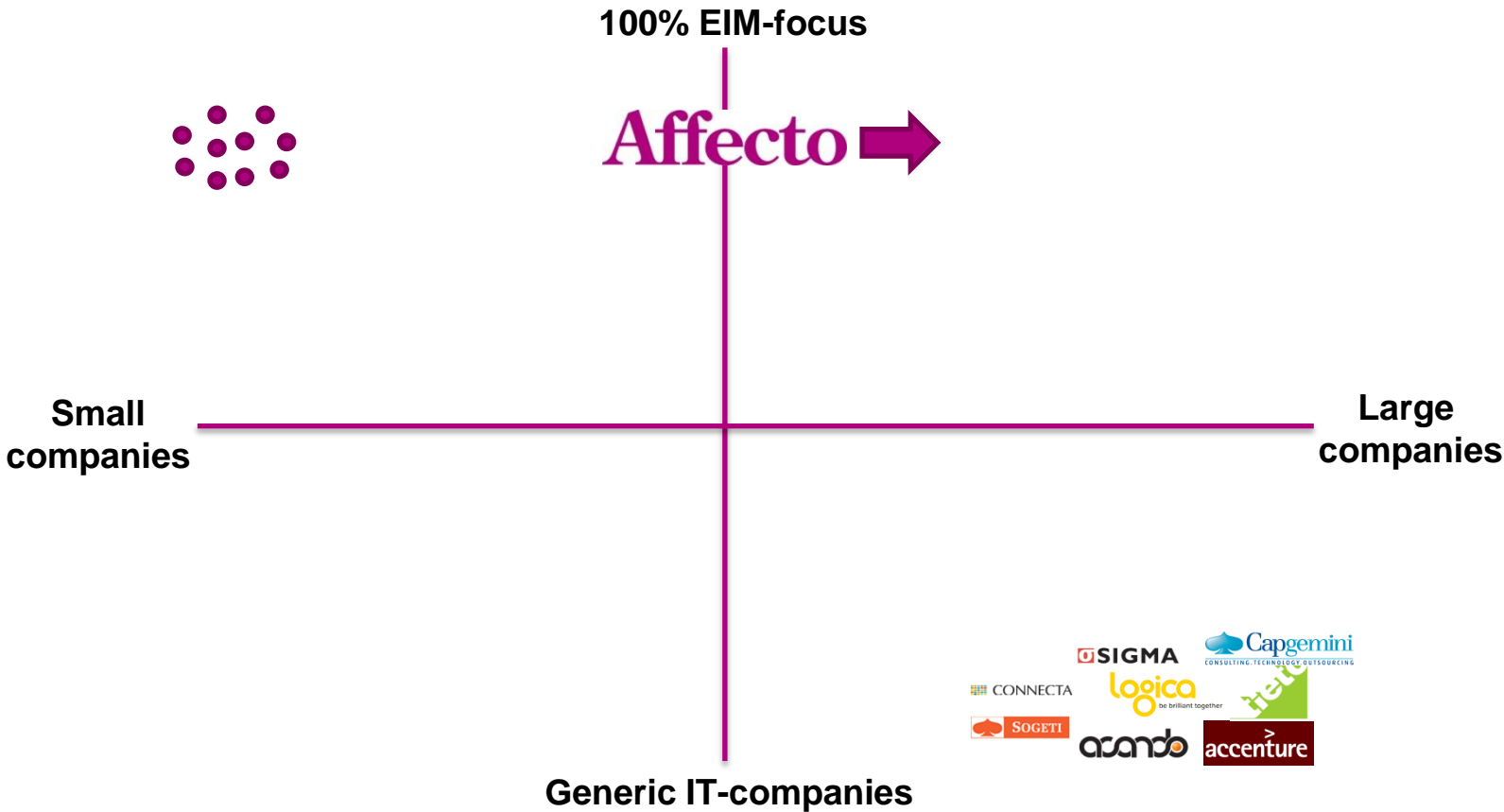
155 employees of which 125 consultants and 12 in sales/marketing

Largest supplier of EIM-solutions in Sweden

Growth strategy for 2011



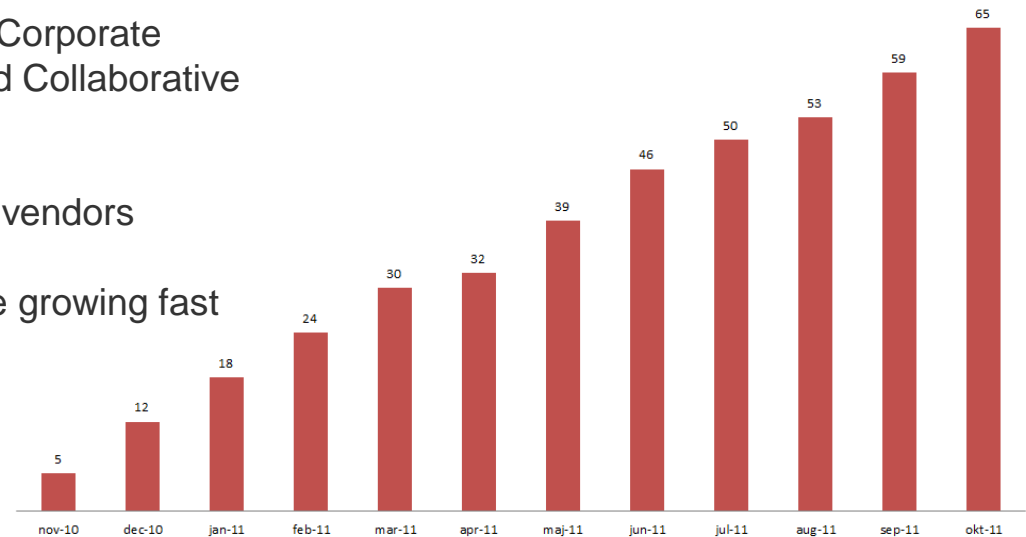
Competitive landscape Sweden



Growth strategy



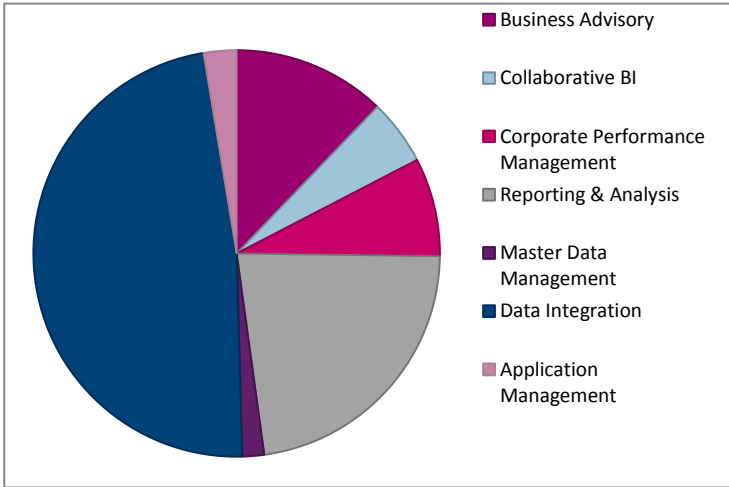
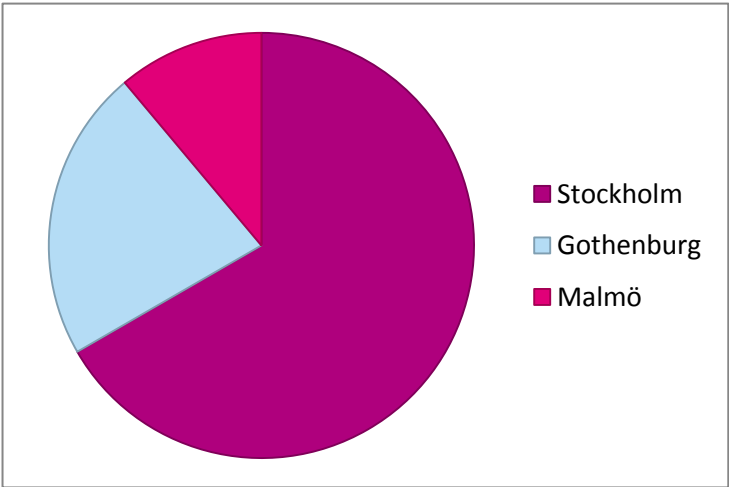
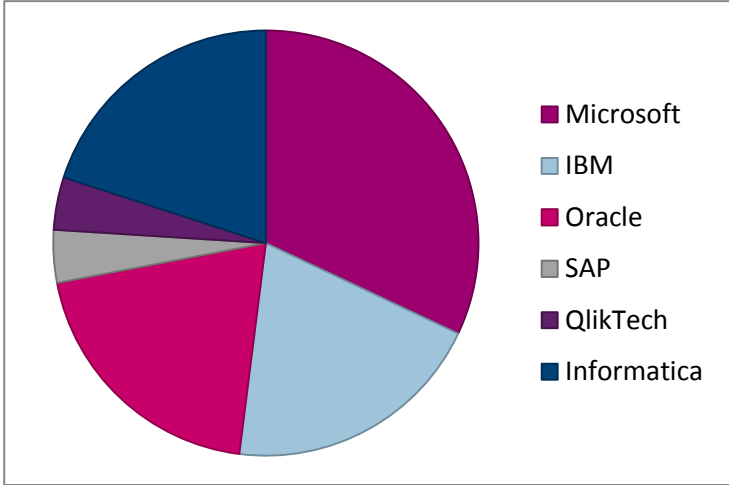
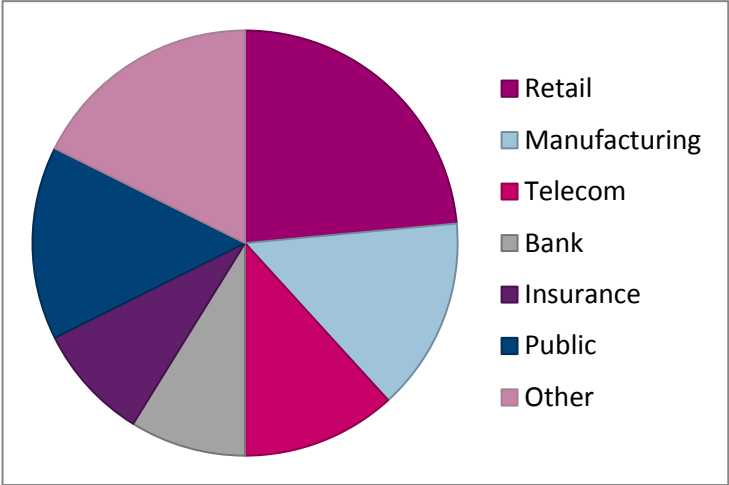
- ✓ New Country Management Team
- ✓ 65 new hires in the last 12 months
- ✓ Sales team replaced with new sales reps (with solution sales capability)
- ✓ 47% net growth in consultant capacity
- ✓ YTD revenue growth 42%
- ✓ Fastest growing business in areas of Corporate Performance Management (CPM) and Collaborative BI (CBI)
- ✓ Partnership with the leading software vendors
- ✓ Effectively managing profitability while growing fast



Affecto



Sales statistics



Examples of new customers during 2011



Göteborg Energi

Postnord

Skanska

Husqvarna

Ledarna

Swedish Defense

Vattenfall

Halldex

IKEA AB

Gambro

City of Stockholm

IKEA IT

Hemocue

City of Gothenburg

EON

Liljedahlsgruppen

Andra AP-fonden

Scandic Hotels

C R A M O



Technologies

- Microsoft SQL Server Data Warehouse
- IBM Cognos Business Intelligence
- IBM Cognos Planning & Budget
- IBS Enterprise Rental (ERP)

Solution

- Replacing manual processes and heterogenic datasources med common processes and a coordinated Data Warehouse.
- Replacing complex reporting tools with a more flexible reporting solution, supporting more users, and based on trusted data from the Data Warehouse.
- The solution is used by 200+ users at headquarters and in the field

Business Value

- Improved utilisation, revenue and profitability by providing good overview for Field Managers on status for all available resources
- Better business understanding and ability to take business ownership when Field Managers continously has access of results and Key Performance Indicators for their own business
- Improved internal efficiency by having coordinated decision making based on the same data
- Enabled a possibility to accomplish alligned pricing strategies for new and existing customers



Technologies

- IBM Cognos BI
- MS SQL Server (Data Warehouse)

Solution

- Providing support on detailed customer analysis for telemarketing dept, customer service dept and sales dept.
- Real time data on screen to employee enabling proactive sales of additional products
- Plans to implement the solution with personalised offerings also when customers are logging in to the Internet site.

Business Value

- Sales increased by 38%
- Retention decreased by 35%



Technologies

- IBM Cognos TM1 – Budget & Forecast
- IBM Cognos Controller
- IBM Financial Analytics Publisher
- IBM Cognos BI

Solution

- Replacing manual (MS-Excel) budgeting and forecasting processes
- Business Planning in many dimension to better run the business (accounts, units, products and projects)
- Developing further solutions for sales planning, company group reporting, Key Performance Indicators and supplier scorecard portal

Business Value

- Internal efficiency in all financial planning, forecasting and reporting processes
- Improved commitment to plans from all field managers by using driver based planning and KPI's
- Improved functionality and access of data for financial analysis and operational performance



Technologies

- MS SQL Server (Data Warehouse)
- Qlikview
- MS Reporting Services

Solution

- Enterprise Data Warehouse loaded with data from 20+ applications (incl finance, logistics, purchasing and HR)
- 200+ daily users with flexible access to trusted and consistent data

Business Value

- Full control of daily transportation and logistics data to ensure internal efficiency and improve profitability
- Account Managers able to track and react to non paying customers improving Cash Management and limiting bad debts
- Common supplier information enabling coordinated and cost effective sourcing
- Limiting use and cost for ERP-system



Technology & Plattform

- Microsoft SQL Server DataWarehouse
- IBM Cognos Business Intelligence
- IBM Cognos budget & prognos

Solution

- Replacing solution being inflexible, complex and not aligned with strategic objectives
- Solution provides access to information on both sales, marketing and financial data
- Replacing traditional budgeting with a solution for 12 months rolling forecast.

Business Value

- Each manager has access to the data needed for his/her responsibility in order to make good decisions.
- Data Warehouse and decision portal assures common decision support and data throughout the organisation
- With rolling forecasting Pågen has the possibility to update forecasts every 7:th day in order to maximize profitability



Affecto Norway

Affecto Capital Markets Day

November 11th 2011

Håvard Ellefsen,
Country Manager



Affecto

Affecto Norway



- Established 1997 as Component Software
- Specialised on Business Intelligence
- 130+ employees in Oslo and Bergen
- Norway's largest Business Intelligence company
- Strong partner relationships

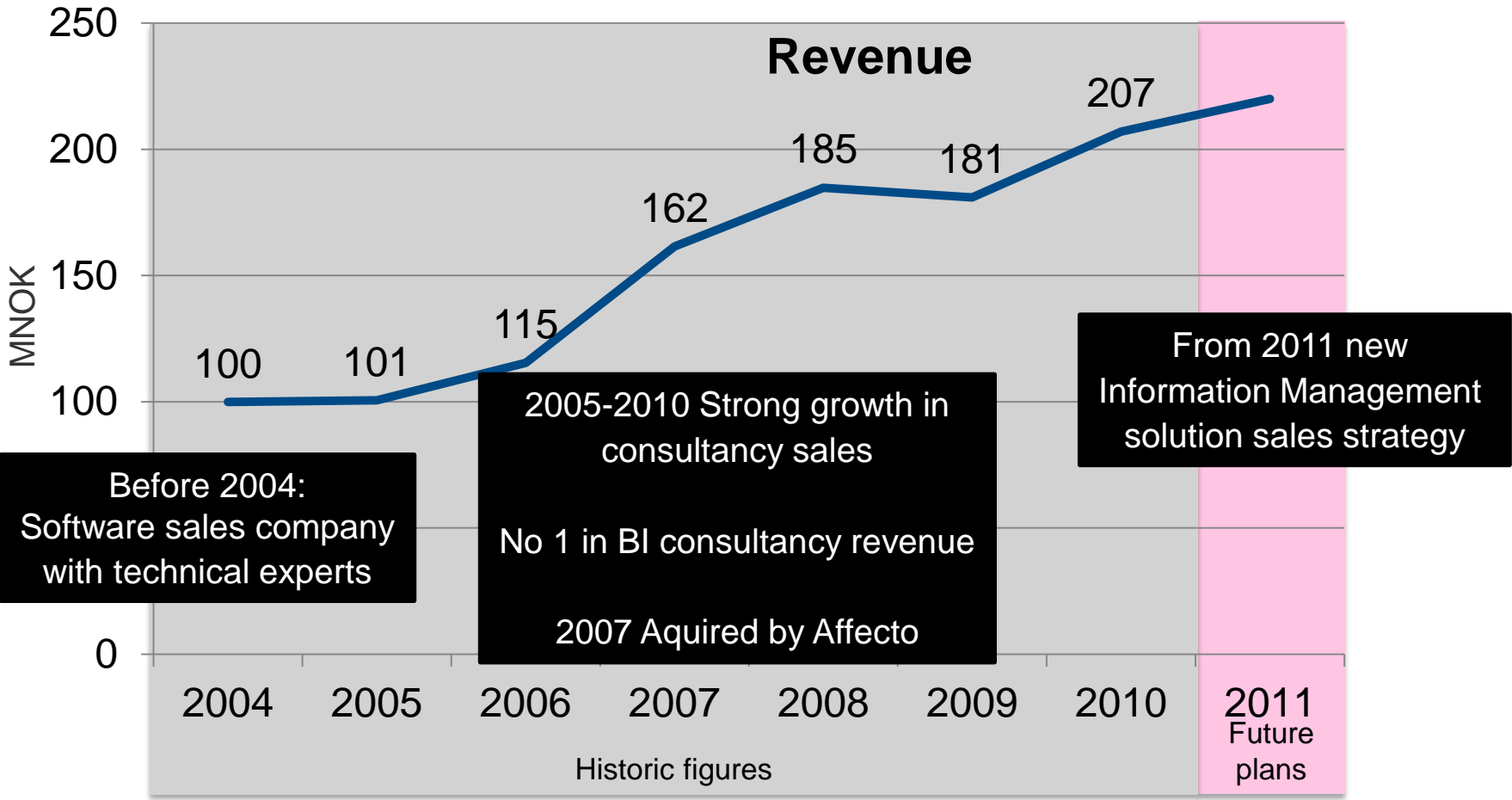


Affecto Norway offerings



- Business Intelligence/Information Management **advisory**
- BI/IM **project implementations**
 - Budgeting/planning, consolidation, reporting, analysis, data warehouse, master data management, data quality
- **Product experts** on SAP Business Objects, Informatica, Oracle, Microsoft. Also IBM Netezza and QlikTech
- **Support and maintenance** for SAP and Informatica
- **Software sales** for SAP, Informatica and Oracle. Netezza sales for IBM.
- Sales of **training** for SAP, Informatica and general BI/IM

A short history of Affecto Norway



Main competitors in Norway



- SAS Institute – used to have largest BI revenue
- CapGemini – second largest BI consultancy organization
- EDB Ergo – large competitor, and customer
- Platon – fast profitable growth in Norway, still small
- bWise, Sherpa – Ex Component Software/Affecto people
- Rav Norge, BiCon – Small pure play BI companies
- Accenture, TietoEnator, Logica – not strong on BI in Norway
- QlikTech – fast growing, but not replacing

Largest customers



Main challenges in Norway



- Fight for talent – strong demand for employing BI people
 - Talent Recruitment Program help develop new consultants
- Forge more strategic partnerships with our customers
 - Business Analytics receives much attention, can we capitalize?
- Utilize the strengths of a combined Affecto
 - Specialists, resource pool and near-shoring