



The Customer

- **Industry:** Commercial Real Estate
- **Geographics:** Headquartered in Los Angeles, California
- **Revenues:** \$1.17 billion in 2002
- **Employees:** 10,000 employees

PeopleSoft Enterprise Products

- AppConnect Enterprise Portal
- Customer Relationship Management
- Enterprise Performance Management
Balanced Scorecard
Financials Warehouse
- Financials

Customer Service Level

Standard Customer Support

"The AppConnect platform provides us an enterprise solution that allows us to integrate our applications across numerous business lines and markets while leveraging existing IT investments to reduce our overall cost of ownership."

Steve Sutherland

Chief Information Officer
at CB Richard Ellis

CB Richard Ellis

Business Challenge

CB Richard Ellis was looking for a way to increase its competitiveness by giving the managing directors in each of its 63 U.S. brokerage offices faster, better, and more comprehensive access to key performance indicators.

PeopleSoft Enterprise Solution

CB Richard Ellis implemented Oracle's PeopleSoft Enterprise AppConnect and Enterprise Performance Management solutions, including Enterprise Portal, Financials Warehouse, and Balanced Scorecard, giving employees instant, anytime access to key performance indicators throughout the workplace.

Business Benefits

CB Richard Ellis chose PeopleSoft Enterprise to achieve these powerful benefits:

- Create a single source of comprehensive, accurate financial information.
- Share best practices among offices for improved performance.
- Align long-term corporate strategy with day-to-day operational goals by measuring the performance of other offices based on ranking indicators.

Quantifiable Benefits

- Reduce administrative time spent by managing directors by 5 percent.
- Shorten time to information by two full business days.
- Consolidate as many as 400 monthly reports into a single online information source.
- Increase the number of managing directors and brokers able to leverage the KPIs to improve the company's competitiveness.

CB Richard Ellis Improves Competitiveness With PeopleSoft Enterprise

For CB Richard Ellis, a leading vertically integrated commercial real estate services firm headquartered in Los Angeles, California, putting the client's needs first is part of the corporate mantra. The company's 10,000 employees in 47 countries help clients—owners, investors, and occupiers of real estate—acquire or dispose of property, manage single assets and portfolios, and facilitate the design, construction, and occupation of commercial space.

CB Richard Ellis's ability to meet or exceed corporate monthly revenue projections is driven by the individual performance of each of its 250 owned and affiliated offices. But tracking—and giving access to—the key performance indicators (KPIs) for each these offices was a mammoth task. “We were providing the managing director in each field office close to 400 reports every month, covering everything from revenue to operating margin,” says Sue Willess, senior project manager in the IT department at CB Richard Ellis. “Not only did the managing director have to wade through reams of paper to find the data he needed, but also the information was incomplete and did not match the reporting requirements of the COO—so managing directors routinely had to calculate measurements such as net operating profit themselves, rather than focus on managing the office or contributing to the bottom line.”

Integrating People, Process, and Data

CB Richard Ellis realized that to remain competitive, it had to give managing directors better access to more accurate indicators of their office's—and the company's—performance. With such real-time access, managing directors would be able to make proactive adjustments that impacted the current month's performance and enabled the company to more consistently meet—or even exceed—projections. After an extensive evaluation and selection process, CB Richard Ellis selected PeopleSoft Enterprise Scorecard and Financials Warehouse from the PeopleSoft Enterprise Performance Management product suite, and used PeopleSoft Enterprise AppConnect to provide real-time user access to key performance indicators and applications via the Enterprise Portal.

One of the primary deciding factors, says Willess, was the ability to extract, transform, and load (ETL) third-party data into the PeopleSoft Enterprise Warehouse. “While our office financials come from PeopleSoft Enterprise Financials, our team financials are

stored in a third-party application. With Enterprise Warehouse, we can consolidate the data and give everyone—from the managing directors to the COO—a single source of useful, accurate information. Now everyone operates from the same set of numbers—setting a level playing field for accountability across the company.”

Sparking the Competitive Spirit

Using PeopleSoft Enterprise Portal, CB Richard Ellis gives its managing directors online, real-time access to more than 30 KPIs that it has customized using PeopleSoft Enterprise Balanced Scorecard. Each managing director can see, at a glance, how his or her office performance compares to every other office in the company and where improvements are necessary— instantly. “We have implemented an open security model, so everyone sees everyone else's performance statistics, which has sparked our employees' competitive spirit—to the company's advantage,” says Willess. “It has enabled the sharing of best practices between stellar performing offices and poor performers, improving the overall performance of the company.”

The Strategic Value of EPM

Willess also sees a deeper, strategic value of PeopleSoft Enterprise implementation. “With PeopleSoft Enterprise EPM, we have taken our higher-level corporate objectives and turned them into attainable, measurable goals at the regional and office level. Each office can see its goals in a clear, concise manner through the scorecard, and can see how it fits into the bigger picture. If the company missed its numbers by 2 percent, and your office missed by 10 percent, it's clear that you're part of the problem, not the solution.”