

# 2005 Collaboration of Many



**ASUG**<sup>®</sup>  
AMERICAS' SAP USERS' GROUP

## 2005 Annual Report

EDUCATING

NETWORKING

INFLUENCING

# Contents

## Table of Contents

President's Message .....	3
Volunteers.....	4
asug.com .....	5
Education.....	7
Groups .....	8
Chapters .....	9
Networking .....	11
ASUG Annual Conference.....	12
Influence .....	14
Financial Review .....	16
Independent Auditor's Report.....	17
SAP Partnership .....	18
Board of Directors .....	19

## One Voice, One Community Collaboration of Many

As the leading customer-run SAP® resource in the world, the Americas' SAP Users' Group (ASUG®) is a growing community of more than 45,000 individuals, supporting our members' goals to maximize their SAP investments through customer-driven education, highly-focused education tools, access to subject matter experts and SAP executives, the ability to influence SAP products and services and personal networking opportunities. Whether you're new to ASUG, or a seasoned member, take a few moments to find out about the successes of ASUG in 2005 and why ASUG continues to serve as one of the largest bodies of intellectual capital — and strongest collective voice — for the SAP customer community.

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Dear ASUG Members,

We saw a great deal of progress in 2005 around the organization's strategic goals. This resulted in not only growth for the organization, but also a number of significant improvements to the many programs we offer members. ASUG has continued to grow stronger in order to provide value to our members and we are driven by the desire to provide stronger alignment with the evolving needs of the SAP customer community.

In 2005, new levels of collaboration were reached with SAP, at Walldorf, within SAP Americas, and across the SAP product development and support organizations. Our collaboration has led to exciting partnerships with events, online activities, and newly launched strategic programs such as benchmarking.

We continued our focus to be more customer-focused and to better understand your evolving needs. We worked hard to increase communications with our members and to our volunteers, to ensure support of our mission, goals and future direction. We expanded programs to provide the services to earn the status of being the preferred source for SAP information, **grounded in real-world customer experiences.**

Some of these efforts stand out as strong examples of our successes, as well as our ability to extend membership value.

Our **Executive Exchanges**, expanded greatly in order to help members work with SAP more strategically. These exchanges enabled senior IT executives from a broad range of industries to openly discuss global issues on an ongoing basis with SAP executives. As an example of our progress, changes were made to the SAP account management program through the introduction of a jointly developed account relationship model.

We used our newly formed **Event Content Committee**, made up of representatives from our volunteer community, member companies, SAP, and industry analysts, to introduce a comprehensive twelve month event calendar. This has resulted in a much stronger mix of events with more relevant content and flexibility for both our technical and business professionals.

We also saw stronger **collaboration** between ASUG and SAP on events such as SAP TechEd '05, where we partnered to provide a single forum for technical professionals to not only understand the future SAP technology direction, but also have a chance to meet ASUG members using these technologies in a real world setting. Similarly, the decision to co-locate our 2006 ASUG Annual Conference with SAPPHERE® '06 was yet another great example of a strengthened partnership for community-wide benefit to members.

Finally, the introduction of our **benchmarking** programs are a major success and a great example of where ASUG is extending our value into the strategic arena. Since starting this program in early 2005, we have partnered with SAP to provide ROI focused benchmarks in Human Capital Management (HCM), Finance, Supplier Relationship Management (SRM) and Procurement. In addition, our Total Cost of Ownership (TCO) benchmark affords companies the opportunity to understand where they align with other companies in regard to support costs, industry trends and best practices associated with their SAP investment.

We made a great deal of progress in 2005, and there's a lot more to come. The activities I've outlined are just highlights. Throughout this Annual Report, you will find further details behind these successes and more. As you identify with the activities most suited to your business, I urge you to participate in our programs and to maximize your ASUG investment by sharing your knowledge in our community.

I would like to thank all of our hard working volunteers, members, partners, and the SAP leadership team for your efforts in supporting the ASUG organization during the year. Through your assistance and support we were able to make 2005 one of the most successful years for ASUG.

Sincerely,



**Mike Perroni**  
2005-2006 ASUG President  
Halliburton Company

## Volunteer Collaboration

ASUG is a year-round community of professionals who are enthusiastic about sharing their SAP experiences. At the core of our organization are more than 300 volunteers, whose vision and dedication remains our biggest asset. We would like to recognize and thank all of our volunteers for their involvement and dedication to ASUG in 2005. Throughout this report, you will see how crucial volunteer participation is to our organization.

### Collaborative Communication Channels

In 2005, ASUG enhanced its communication with volunteers in frequency and in depth. To keep volunteers more involved and aware of our strategic direction, ASUG developed a number of new channels to facilitate and trigger more two-way communication between volunteers and our board of directors.

Moderated by ASUG President Mike Perroni, the first-ever President Webcast series served as a channel for engaging and updating volunteers on ASUG activities to date, affording volunteers opportunities to provide feedback to and receive input directly from the ASUG Board of Directors.

*Leadership Connection*, a monthly electronic newsletter launched in 2003, continued to provide volunteers with pertinent information on the organization's strategic direction and highlighted upcoming activities and initiatives within the year-round community.

The Volunteer Resource Page on [asug.com](http://asug.com) continued to be populated with the tools needed to keep volunteers up-to-date on our organization and activities.

Face-to-face interaction complimented our online volunteer resources in 2005. Based on the success since its inception in 2004, volunteers gathered for the second time in Chicago, IL on June 12-13 for the ASUG Volunteer Meeting. This two-day event introduced new volunteers, re-acquainted existing volunteers, and allowed all constituents the opportunity to network, learn best practices and share our vision, strategies, and activities for the upcoming year.

### Enhanced Recruiting

A rapidly growing community presented an opportunity to expand our recruitment strategies in 2005. Previously, volunteer positions were filled independently by each segment of ASUG. The new year-round recruitment strategy was established to raise awareness and participation in the "ASUG Volunteer Program." A comprehensive recruitment plan was put into place for the following position categories in 2005: ASUG Chapter Volunteer; ASUG Communities Volunteer; ASUG Ad-Hoc Volunteer (committees, event design teams, focus groups, etc.). To find out how to become a volunteer, visit [www.asug.com/volunteer](http://www.asug.com/volunteer).

### Champion Advocacy

In 2005, our ASUG Champions continued as company advocates, having immediate access to the latest ASUG and SAP related information. Through e-mail updates like the *Champion Circular* newsletter, or online tools such as the Champion Resource Page, Champions play an integral role in spreading the word on our year-round community opportunities. To find out how to become an ASUG Champion, visit [www.asug.com/champions](http://www.asug.com/champions).

More than 160 leaders  
attended the 2005 ASUG  
Volunteer Meeting

## Online Collaboration — asug.com

In 2005, our Web site remained a key resource for ASUG members. The site allowed members to obtain the most up-to-date information on upcoming events, educational offerings, Influence opportunities, and virtual networking 24-hours a day, seven days a week. Through asug.com our members were able to stay on the cutting edge by accessing the following:

- New in 2005: myASUG Value Calculator** — Recognizing the increasing importance of accountability and fiscal responsibility within organizations, ASUG created the myASUG value tool to assist members in measuring the monetary value ASUG membership provides their organization. Launched on asug.com in October 2005, the myASUG value measurement tool provides members an opportunity to match the expenses associated with ASUG offerings with the savings incurred as a result of their participation.
- New in 2005: Program-specific Blogs** — Introduced to asug.com in late 2005, ASUG Blogs provided members real-time access to personal experiences and insights on upcoming programs, and offered an outlet to share immediate feedback with the entire community.
- New in 2005: SAP Solution Directory** — Keeping members connected, the SAP Solution Directory is a one-stop source for customers looking to stay business competitive. Members can locate ASUG Associate Members aligned with SAP-related products and services using this online directory. The tool is searchable by company name, products and services, availability in Canada, and/or the business processes, industries, or technologies the company supports.
- Dedicated Member Resource Pages** — These dedicated online resource pages provided tailored, relevant information for specific segments of the ASUG membership, including *Volunteers*, *New Members*, *speakers* and *Champions*. New in 2005, *Associate Member* and *Dual Member Resource pages* were added to asug.com to acquaint and update these integral membership categories as well.
- Discussion Forums** — With more than 160 discussion forums on asug.com, members were able to post questions, start conversations, and network in a virtual environment with others in the same industry, focused on the same business, located in the same geographic area or interested in similar hot topics.
- Event Calendar** — Our Event Calendar continued as the second highest visited section on asug.com, allowing members to see all upcoming activities and opportunities taking place in the 12-month rolling calendar.
- Knowledge Repository** — This searchable information database allowed members to post and search for presentations and documents on hot topics that would help increase their SAP productivity and ROI. In 2005, the repository averaged more than 3,500 visitors each month.
- Member Network** — Ranked as the most important member benefit, our Member Network continued in 2005 to keep our members in contact with one another through a simple online function used to search by industry or geographic region. In 2005, over 4,500 members participated in the Member Network.

asug.com averages

more than **150,000** visits each month



# Collaboration of Many

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## Customer-Run Education and Collaboration

The need for flexible education channels and resources continue to increase for organizations as rapid landscape shifts and changing business needs, need to be met regardless of time, training, and travel budget restrictions. Our members' challenges and questions needed to be addressed in the quickest and most appropriate format. Evolving with this trend, in 2005, ASUG continued expanding its suite of educational channels focused on providing the latest SAP-related information when and where members required it.

Through live, interactive Webcasts, face-to-face events, single topic teleconferences, business process-focused forums and on-demand education, members received the knowledge they needed to enhance their SAP performance in the workplace.

- **2005 ASUG Annual Conference** — From May 1-4 in Anaheim, California, more than 6,200 SAP customers, employees, and product/service providers shared solutions and best practices on SAP technologies. Via 550+ comprehensive educational and Influence sessions, networking events, keynote lectures, and vendor solutions, these SAP professionals exchanged knowledge, resources, and contacts to better their skills and strategies on integrating SAP to support their businesses. Announced at the 2005 ASUG Annual Conference was the launch of a new co-located format which brings the 2006 ASUG Annual Conference and the SAP-hosted SAPPHIRE '06 to one location over a one week period.
- **2005 ASUG Forums** — Last fall, Atlanta, Phoenix, and Philadelphia were the sites for the 2005 ASUG Forums, three-day focused events collectively covering: Supply Chain Management; Supplier Relationship Management; Product Lifecycle Management; Customer Relationship Management; Human Capital Management; and Financials. Designed for SAP customers by SAP customers, these business process, technology, and industry educational events brought nearly 2,000 attendees together across all three events.
- **2005 ASUG Symposiums** — In 2005, ASUG re-launched a new event format to tailor education to members with specific interests while minimizing out-of-office time. The two-day events successfully delivered focused education with reduced tracks: The **Center of Excellence (COE) Symposium**, which took place August 8-9, brought in nearly 200 attendees to Chicago, IL; and the **Public Sector Symposium**, which took place November 7-8, drew 250 attendees to Washington, D.C., a 10% increase in attendance from 2004. Given the success of these events, both were carried into the ASUG event calendar for 2006.
- **New in 2005: SAP TechEd '05 Collaboration** — Held in Boston, MA, September 27-30, SAP and ASUG partnered in education to deliver the most robust, comprehensive technology event to more than 4,500 SAP customers. For the first time in 2005, ASUG delivered focused customer-driven and customer-led education sessions to bring all the real-world experiences, tips, and techniques to SAP TechEd '05 attendees. This unique partnership afforded teams a holistic learning environment, complete with hands-on product experience in SAP-driven sessions and exchange on applying those products in customer-driven sessions.
- **On-Demand Education** — On-Demand learning presentations provided a more robust and interactive online learning experience for ASUG members. Many of the presentations utilized session recordings from recent ASUG events and Webcasts.
- **Webcasts** — In more than 150 live, interactive educational Webcasts held in 2005, our members were able to access the SAP expertise they needed — right from their desktop. Hot topics included SAP Support Portal Transition, mySAP™ ERP, Super User, Sarbanes-Oxley, Upgrades, Reporting, Center of Excellence, OSS, and Enterprise Service Architecture.

## Collaboration through Special Interests — ASUG Groups

In 2005, ASUG Groups continued to allow members the ability to focus on a specific SAP solution, business process, industry area, or technology platform in order to access thousands of fellow SAP customers sharing their interests. Each of our 28 Groups and 57 Special Interest Groups operated individually with year-round focused education, networking, and influence activities. Whether it was onsite at events or online through discussion forums and Webcasts, ASUG Groups gave members the opportunity to share best practices, discuss challenges, and brainstorm solutions.

### Webcasts

In 2005, ASUG Groups held a record number of Webcasts on various hot topics throughout the year. Whether covering business trends, or offering group updates and information, in 2005 a record-breaking number of members participated in this unique member benefit as compared to prior years.

### New Communities Launch

In 2005, as SAP and its solution offerings continued to evolve, the need for more focused, tailored information became increasingly important among a wider variety of SAP customer types: executives, business process owners, IT managers, and their staffs. As a result, while the overall benefits remained the same for ASUG Groups, in 2005 changes were made to align more closely with the SAP product landscape.

A Communities Task Force was chartered to build a community structure consisting of various groupings, each with a specific and relevant focus, and to develop a plan that recruits, supports, and grows this structure as the ecosystem changes. Officially taking effect in May 2006, the new structure will better enable members to access other members sharing like interests (whether by business function, industry, geography, hot topic, etc.) within a flexible infrastructure.

### Communities for All Sizes

In support of our mission to speak to the entire SAP customer base, ASUG sought to provide valuable content tailored for companies of all size and subsidiaries. In 2005, SAP sponsored the auto-enrollment of SAP Business One customers, consisting of 350 member companies. To this end, ASUG developed educational programming, networking, and Influence opportunities specific to small and midsize enterprise SAP customers.

- **Small & Medium Enterprise SIG —**

This Special Interest Group (SIG) was designed for companies with up to \$750 million in revenue or subsidiary companies of larger global or national corporations running SAP® R/3® or mySAP™ All-in-One. The SME SIG focuses on the issues associated with small installations, limited resources, training and retention, and other concerns specific to small enterprises. In 2005, the SIG hosted multiple Webcasts for members including E-CATTS: The Test Workbench You May Already Own and Portals for Mortals.

- **Business One Community —**

In 2005, ASUG and SAP partnered to build a year-round community for SAP® Business One customers. This community provided members tools to network with each other, partners, and to take advantage of SAP Business One educational offerings, and leverage ASUG to influence SAP in the future development of the SAP Business One product and service offerings.

SAP sponsored the auto-enrollment of SAP Business One customers into ASUG and the ASUG Business One community, consisting of 350 member companies; a number that continues to grow as more and more companies look toward installation. Sustaining growth in this community remains a key initiative for ASUG, in support of our goal to provide education, networking, and influence opportunities to the entire SAP customer base, both now and in the future.

ASUG Groups

More than **1,100** members participated in **Webcasts**

## Local Collaboration — ASUG Chapters

Nearly 100 ASUG Chapter Meetings were held in the U.S. and Canada in 2005, providing the more than 45,000 members affiliated with a Chapter, the education they needed and opportunities to develop networking relationships at a local level. Through breakout groups and focused SAP sessions, the 37 ASUG Chapters provided timely education to thousands of members throughout the year. We continue to expand our educational offerings to our Chapter Members by providing ASUG Chapter Volunteers access to the ASUG Speakers Bureau, On-Demand Education, and Hot Topics.

Our Chapters provided members the frequent chance to hear from SAP experts, and to share experiences and knowledge with peers at no cost. With tight training budgets and the increased difficulty of gaining time out of the office, ASUG Chapter Meetings are the most convenient and cost-efficient venue to receive the knowledge members need to excel as SAP professionals in today's market.

In 2005, two new Chapters were put into development — the Alabama and Midwest Central Chapters. Both Chapters are scheduled to officially launch in 2006.

ASUG Chapters

**41%** of members attended **ASUG Chapter Meetings**



# Collaboration of Many

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## Customer Collaboration — Networking

By providing limitless and flexible channels, ASUG generated an increase in networking-related activities. Whether it was through structured outreach activities at face-to-face events, such as the Annual Conference, or virtually through our Member Network or discussion forums on asug.com, our members in 2005 had access to unparalleled professional contacts.

For local connections, ASUG members participated in Chapter Meetings and other face-to-face events. Groups provided opportunities to meet others involved in the same industry and/or business process. To interact with thousands of fellow SAP users in one short week, the 2005 ASUG Annual Conference was the place to be.

And if travel wasn't in the budget, ASUG Discussion Forums on asug.com provided an opportunity for members to post questions and share experiences with other SAP professionals right from their desktop. Launched in 2005, pre-conference discussion forums gave 2005 ASUG Annual Conference attendees the chance to exchange and network on specific topics of interest before they even hit the conference floor. Also introduced in 2005, ASUG Blogs created yet another channel for online exchange and collaboration.

In 2005, our members had access to more than 45,000 other SAP customers via our:

- Discussion Forums
- asug.com Member Network and Conference-specific Member Network
- ASUG Annual Conference
- How-to Networking Sessions from Industry Expert Donna Fisher
- ASUG Forums
- Center of Excellence and Public Sector Symposiums
- 98 Local Chapter Meetings
- Webcasts and Teleconferences

Networking

In 2005, our members had **access** to  
more than **45,000** other SAP customers  
and **4,500** licensed and non-licensed SAP partners

## Face-to-Face Collaboration — ASUG Annual Conference

The 2005 ASUG Annual Conference took place May 1-4 in Anaheim, California, at the Anaheim Convention Center. More than 6,200 SAP professionals gathered to learn, network, share solutions, and participate in exclusive opportunities to meet with and influence SAP executives. As the only event to offer customer-driven programming, limitless networking opportunities, and exclusive access to influence SAP, the 2005 ASUG Annual Conference provided attendees the tools to better their individual skill-sets, make connections, and improve internal processes that would benefit their organizations.

Continually proving to be the premier source for customer-run, customer-driven education, the 2005 ASUG Annual Conference featured:

- **550+** educational and Influence sessions
- **45+** Influence Sessions
- **400+** Usability Activity Sessions
- **40+** Partner Solution Seminars
- **90** SAP Theater Sessions
- **More than 230** exhibiting companies with more than 80 types of solutions offered
- **Two** SAP Executive keynote addresses by **Bill McDermott**, Chief Executive Officer and President, SAP Americas; and **Claus Heinrich**, Executive Board Member, SAP AG
- **Motivational keynotes** James Ray, Larry Winget, and Elliott Masie

Annual Conference

The ASUG Annual Conference delivered

**more than 550** educational sessions,  
with a **90%** overall rating of 'good' or 'excellent'

# Collaboration of Many

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## One Voice...Collaboration of Many — ASUG Influence

In 2005, our ongoing relationship with SAP allowed our members direct access to SAP including the ability to provide input on the next generation of solutions and/or services through the ASUG Influence Model. The collective voice of ASUG members made it easier for our members' concerns to be addressed by the right people at SAP.

There is no cost for Installation Members to participate in Influence activities and the Influence program continually evolves to meet customer needs. SAP views ASUG as a key input channel to their development planning process and member feedback is essential in influencing the strategic direction of these programs.

Among the most significant results driven by the ASUG Influence program resulted from the CIO/CTO Executive Exchange efforts. This group of senior executives from ASUG member companies met with senior SAP management to provide feedback on and influence the customer return on investment, total cost of ownership, SAP account relationship, and strategic industry-based business requirements.

- **Customer Return on Investment (ROI) & Total Cost of Ownership (TCO) —**

The Exchange provided a long-term strategy to help ASUG members measure the ROI and TCO of their SAP investments. The CIO/CTO Executive Exchange provided input and validation to the TCO Framework Benchmarking Initiative sponsored by SAP. Subsequently, ASUG and SAP launched a joint project to help customers benchmark their business process key performance indicators (KPIs) through industry best practices. This program piloted three focus areas: Human Capital Management, Total Cost of Ownership, and Consumer Products. Based on the success of the pilot, these projects have been extended to include additional customers. Additionally, new benchmarking studies were launched for Supplier Relationship Management/ Procurement and Finance.

- **SAP Account Relationship —**

The CIO/CTO Executive Exchange worked with SAP to improve the account relationship model between customers and their SAP Account Team. CIO/CTO participants together with SAP have developed tools and processes that are currently being exercised in a pilot program. Based on the results of this program, ASUG will communicate best practices to its membership and SAP will roll out best practices to its North America field organization.

- **Strategic Industry-Based Business Requirements —**

ASUG strategic industry-based business requirements will be incorporated at an early stage of the SAP Product Innovation Lifecycle (PIL). The CIO/CTO Executive Exchange and SAP plan to develop an input channel for ASUG members to influence SAP long-term development plans with strategic industry requirements.

## New Influence Tools

- New in 2005: Influence Tutorial** — In 2005, a comprehensive education and awareness tool on the Influence Model was made available to all members. Not only defining Influence, its value, and its potential impact on the community, the tool identified available Influence channels and delineated the process for getting involved in 2005.
- New in 2005: Influence Integration Model** — The ASUG/SAP Influence Integration Model depicts how the ASUG Avenues of Influence integrate within the SAP development process. This graphical depiction is designed to help members understand how the ASUG Influence Model works within the SAP Development Process to make sure members' voices are heard and provide a better understanding of the role members play to influence SAP.
- New in 2005: Avenues of Influence Chart** — The Avenues of Influence chart provided members an interactive explanation of the Influence program to increase understanding. Located at [www.asug.com/influence/avenues](http://www.asug.com/influence/avenues), this chart helps members determine the appropriate ASUG Avenue of Influence to leverage to raise an issue or concern with an SAP product or service. This interactive chart provides a summary of each ASUG Avenue of Influence (DRQ, Ramp-Up, Influence Councils, etc.) including a description, benefits, a 'how-to,' and applicable business scenarios for each to help members determine the appropriate avenue to leverage.

## Closing the Loop on Influence

Continuing to keep members abreast of the benefits received by year-round participation in Influence programs, the *Closing the Loop* reporting remains core to this program. In 2005, the *Closing the Loop* report compiled results of ASUG Influence activities implemented or accepted in SAP developments plans through December 2005. Influence Update Sessions at ASUG face-to-face events and virtual Webcasts also provided additional reporting outlets.

Members can access these resources and find out how to get involved in ASUG Influence activities via [www.asug.com/influence](http://www.asug.com/influence).

Get involved in **ASUG Influence** activities via [www.asug.com/influence](http://www.asug.com/influence)

## Financial Review

### Americas' SAP Users' Group Statement of Financial Position at December 31, 2005

#### Assets

##### Current Assets

Cash and Cash Equivalents	\$ 1,008,403
Accounts Receivable	\$ 209,553
Investments, at Market Value	\$ 5,027,268
Prepaid and Refundable Income Taxes	\$ 83,330
Prepaid Expense	\$ 543,183
Property & Equipment	\$ 77,544
<b>Total Assets</b>	<b>\$ 6,949,281</b>

#### Liabilities and Net Assets

##### Current Liabilities

Accrued Liabilities	\$ 498,649
Prepaid Dues	\$ 955,700
Prepaid Conference Revenue	\$ 156,700
<b>Total Current Liabilities</b>	<b>\$ 1,611,049</b>

Net Assets	\$ 5,338,232
<b>Total Liabilities and Net Assets</b>	<b>\$ 6,949,281</b>

#### Income Statement (audited)

##### Revenue

Revenue from Conference and Meetings	\$ 7,986,724
Member Dues	\$ 2,093,130
Other Income	\$ 193,912
<b>Total Operating Revenue</b>	<b>\$ 10,273,766</b>

Operating Expenses	\$ 10,138,865
Net Income Before Provision for Income Taxes and Investments	\$ 134,901
Investment Income	\$ 148,603
Income Tax Benefit (Expense)	\$ (90,152)
Unrealized Gain (Loss) on Investments	\$ 216,959
Increase (Decrease) in Net Assets	\$ 410,311
Net Assets January 1, 2005	\$ 4,927,921
Net Assets December 31, 2005	\$ 5,338,232

## Independent Auditor's Report

**Board of Directors  
Americas' SAP Users' Group  
Chicago, Illinois**

We have audited the accompanying statements of financial position of the AMERICAS' SAP USERS' GROUP as of December 31, 2005 and 2004, and the related statements of activities and changes in net assets and cash flows for the years then ended. These financial statements are the responsibility of the Group's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Americas' SAP Users' Group as of December 31, 2005 and 2004, and the results of its operations and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

*Certified Public Accountants*

*Wolf & Company, LLP  
Oak Brook, Illinois  
April 1, 2006*

Auditor's Report

## Collaboration with SAP

ASUG is an independent, customer-run organization with a strategic and mutually supportive partnership with SAP. In 2005, this partnership continues to play an important role in our growth and expansion. SAP representatives had a visible role on the ASUG Board of Directors and they actively encouraged customer involvement in ASUG, as well as provided subject matter expertise and support to all of our programs.

The successful working relationship between ASUG and SAP was cultivated in 2005 through the following:

- **Executive Exchanges** between senior executives of ASUG member companies and senior IT executives at SAP AG, SAP Labs, and SAP Americas
- **Quarterly communications** between ASUG Board Members and SAP Executive sponsors
- Hundreds of SAP employees in attendance at the **2005 Annual Conference**
- Year-round support of **Influence, Chapters**, and educational offerings, such as the **2005 Forums**, and virtual community activities on asug.com
- **Conference keynotes** from key SAP Executive including **Bill McDermott**, Chief Executive Officer and President, SAP Americas; and **Claus Heinrich**, Executive Board Member, SAP AG
- Announcement of a **new co-located format** which brings the 2006 ASUG Annual Conference and the SAP-hosted SAPPHIRE '06 to one location over a one week period.
- **Education partnership** with SAP TechEd '05 through ASUG-delivered customer educational content

### Benchmarking

As a result of CIO/CTO Executive Exchange discussions, ASUG and SAP collaborated in 2005 to launch ASUG/SAP Benchmarking, a program designed to provide ASUG Installation Members the opportunity to obtain valuable benchmarking data for their organizations in a number of areas. The initial launch included initiatives for Total Cost of Ownership (TCO), Human Capital Management, and Consumer Products. Because of the success of these initiatives, Human Capital Management was re-launched in 2005, with plans to re-launch TCO in 2006. At the end of 2005, Supplier Relationship Management/Procurement and Finance initiatives were also launched.

Through the ASUG/SAP Benchmarking program, ASUG members were able to compare their performance against that of their peers and other SAP users to determine the value of adopting best practices, understand how IT drives performance and track value realization. By participating in ASUG/SAP Benchmarking initiatives, companies received comprehensive, customized company reports — analyzing how their companies compared against key performance indicators and identifying best practices that will help them drive excellence within their organizations.

In 2005, this service was provided free of charge to our Installation Members in order to help them maximize the return on their ASUG investment. This initiative was well received by the membership, and plans have been made to continue to expand the program in 2006.

SAP Partnership

Nearly **650** ASUG Members participated in  
**ASUG/SAP Benchmarking**  
Launch Webcasts in 2005.

## Leadership Collaboration — Board of Directors

# Leadership

*To sustain a year-round community in 2005, the ASUG Board of Directors, comprised of 12 volunteer members and one SAP representative, set the strategy and direction of the organization across all areas, in addition to working closely with SAP to identify areas for growth and new opportunities.*

*Take a second to read about each of these volunteer Board Members and the experience they bring to ASUG, the largest independent, not-for-profit organization of SAP customers.*

**Mike Perroni**  
Halliburton Company  
President



Mike Perroni is currently a Vice President within Halliburton's Information Technology

organization responsible for the Application Services Group. Mike is responsible for directing the efforts associated with the ongoing support, deployment and further development of the company's global SAP implementation, a number of enterprise level applications used to support the company's field operations, and a comprehensive data warehouse environment. Certified as a Customer Competency Center by SAP in 2003, Halliburton supports one of the largest global SAP instances in the world comprised of over 30,000 users spread across some 350 field locations in over 100 countries.

Prior to joining Halliburton Mike was the Divisional Vice President, Systems Development and Support for Browning-Ferris Industries (BFI), one of the largest waste disposal companies in North America. He was responsible for managing all systems development and support efforts including the implementation of SAP to over 500 operating locations, the introduction of data warehousing to the company and coordination of the organization's outsourcing agreement with EDS.

Mike served as the ASUG Houston Chapter Chair from 1997 through 2002. Mike joined the ASUG board of directors as Director of Influence during 2002. He served as Executive Vice President during 2004 and 2005 and assumed the role of President in May 2005.

**Rod Masney**  
O-I  
Executive Vice President



Rod Masney is currently the Global Information and Technology Architect for O-I, formerly known as

Owens-Illinois, located in Toledo, OH. In this role, he has leadership responsibilities for the definition, development and deployment of O-I's global information technology architecture as well as the implementation of SAP worldwide.

Prior to joining O-I, Rod was the Director of Information Technology for NIBCO INC, located in Elkhart, IN. At NIBCO, Rod was involved in the implementation of SAP R/3, serving as a core implementation team member and has worked with SAP since 1996. He served as an implementation team member and provided project management for NIBCO's initial SAP upgrade. In addition, Rod served as project manager for the implementation of eNIBCO, a suite of e-commerce tools deeply integrated with SAP R/3 business integration of NIBCO Sp.z.o.o., NIBCO's Polish business unit.

Rod was actively involved in establishing the ASUG Indiana Chapter. In 2001, he began serving as the ASUG Indiana Chapter Chair. In addition to his role as Chapter Chair, Rod has been a member of the ASUG Web Services Committee since 2002 and is currently the board sponsor for this team. Rod was appointed to the board as Director of Chapters in 2003 and is currently serving in the role of Executive Vice President.

Perroni Masney



**Rick Lloyd***DuPont*

Vice President of Finance



Rick Lloyd has more than 30 years of industry experience and five years of consulting experience working with

businesses in all phases of information systems analysis, development, planning, and implementation. He currently works at DuPont as Manager of Technology and Application Architecture for DuPont's SAP Project Group.

Rick spent the last 19 years specializing in the planning and implementation of SAP systems-related projects. This included an international assignment in Germany from 1985-1990, working directly with SAP developers and senior management in the specification of international business requirements that have become part of the core functionality in the SAP R/3 system.

A founding member of ASUG, Rick served on the Board of Directors from 1990-1995 and was President from 1994-1995. He was appointed to the ASUG Board of Directors in May 2000 as Vice President of Administration and served as President during 2002-2003.

# Lloyd

**Karen Chirico***Honeywell*

Immediate Past President



Karen Chirico is Manager, Aerospace Finance Center of Excellence (FCOE) for Honeywell. The FCOE is a new

organization in the Aerospace Finance structure, responsible for managing the production side of SAP financial processes. In addition the FCOE will do the accounting for the aerospace headquarters unit in SAP as well as certain processes that must be performed on behalf of all aerospace units on SAP.

At her previous companies, Karen has supported SAP projects in numerous facets. At Belden Communications Division she was the Manager of System Development and was responsible for maintaining the controls and procedures for Beldens SAP installations. Prior to this employer, Karen worked at Cables Systems International as the project team lead for the SAP upgrade project.

In addition to serving as the 2000-2001 Director of Marketing and Communications, the 2002-2003 Director of Groups, the 2003-2004 Executive Vice President and the 2004-2005 President on the ASUG Board of Directors, Karen was the Financial Management Process Group Chair and a 2001 ASUG Annual Conference Process Manager.

# Chirico

**Liz Michaud***Lockheed Martin Enterprise Information Systems*

Director of Events



Liz Michaud is the Integrated Solutions Senior Manager for Lockheed Martin's IT Solutions organization. She

is currently responsible for the definition of business solutions across Lockheed Martin in the areas of Enterprise Resource Planning (ERP, SAP), Enterprise Integration (including Integration Brokering, Web Services, and Business Process Management), Customer Facing Solutions (i.e. CRM), and Supply Chain Management (SCM), as well as provides Business Integrations Services to all of the Lockheed Martin Business Areas. Through her position, Liz and her team provide major contributions to Lockheed Martin's vision for operations as a real-time enterprise. Liz has held a variety of functional business, finance, and IT positions within the Sanders Company prior to joining Lockheed Martin.

Liz has been active in ASUG since 1998 and was the founding chair of the ASUG Aerospace and Defense Industry Group for three years. Liz also led Lockheed Martin to become the first American organization to achieve SAP certification as a Customer Competency Center in 2000. Liz was appointed to the board as the Director of Groups in 2003 and is currently serving as the Director of Events.

# Michaud

**Steve Dean**

*Texas Instruments*  
Director of Influence



Steve Dean is currently Director of Application Architecture at Texas Instruments. He is responsible

for assessing ERP architectures, exploring migration and upgrade options, coordinating product offerings from our strategic partners and for creation and execution of an infrastructure support plan to enable deployment of next generation ERP solutions.

Prior to this assignment, Steve held the role of Operations Manager for TI's MegaCenter Computing Facility. In this role, working with strategic hardware and software partners, Steve led the successful assimilation of NT and Unix platforms into our 24 x 7 enterprise computing environment in preparation for Texas Instruments' initial R/3 implementation.

Prior to joining the Board in 2003, Steve held leadership positions in independent benchmarking forums and supplier sponsored service improvement programs.

Dean

**Matt Rickard**

*NB Power Corporation*  
Director of Groups and Chapters



Matt Rickard has more than 25 years of business and information technology experience with

the last 16 years in the utility industry. He has significant IT management experience in the areas of customer relations, strategic planning, and project management. Matt currently works for the NB Power Holding Corporation as a Special Projects Manager. In this capacity he manages several corporate wide projects with an emphasis on driving business value through the effective use of technology.

Since 1996 Matt has been involved with SAP and SAP partner implementation projects at NB Power. Matt previously was the ASUG Utilities Industry Group Chair and has served on both the Web Services and Peer Review Committees. He was appointed to the Board in 2004 as a Director-At-Large and currently is Director of Groups and Chapters.

Rickard

**Reid Andrews**

*Brenntag Canada, Inc*  
Director of Technology



Reid Andrews has 37 years of industry experience in accounting, financial and systems management. He

currently works at Brenntag Canada Inc. as Director of Information Technology, and is responsible for all system initiatives in the company including responsibility for the SAP environment. In addition, Reid is presently working with Brenntag AG, the parent company, on SAP global strategies including the global SAP Customer Competency Center.

Reid has worked with SAP since 1984. From 1985 to 1987, he worked with SAP developers based at ICI Canada, to specify North American requirements for SAP® R/2®. Reid also participated in the initial North American SAP installation at ICI Canada in 1986. In 1987, Reid managed the R/2 implementation project for the ICI division, which is today Brenntag Canada Inc. In 1996, he led the company through the conversion to SAP R/3.

A founding member of ASUG, Reid served on the Board of Directors from 1992 to 1996. He was re-appointed to the ASUG Board of Directors as Vice President of Finance in 2002. He served as a Director-at-Large on the 2004-2005 ASUG Board and is currently serving in the role of Director of Technology.

Andrews



**Cheryl Hunnicutt**  
*Hewlett-Packard*  
Director of Education



Cheryl Hunnicutt was the Manager of Knowledge Services within Shared Services team of HP's Global

Operations. Cheryl led a team of SAP business analyst to develop and deliver SAP end user documentation and training material. Cheryl retired from HP in October of 2005.

Before joining HP in 1990, Cheryl was a production control manager with a Greyhound company. Cheryl attended her first ASUG meeting in 1997 and was a speaker at the 1998 ASUG Annual Conference. She joined the Implementation Group leadership in 1999 as a co-track leader. Cheryl later served as track leader, program chair and business process coordinator for the ASUG Implementation Group. She was appointed to the ASUG Board of Directors in May 2002 as a Director-At-Large and served as the 2003-2004 Director of Conference Strategy.

Cheryl is currently serving as the Director of Education on the 2005-2006 Board.

**Dave Johnson**  
*Dow Corning*  
Director-at-Large



Dave Johnson is currently a Senior Business Process Engineer for Environment, Health & Safety (EH&S) at

Dow Corning. He is responsible for the EH&S consulting business that supports both Dow Corning and its external customers.

Dave has worked in the chemical and manufacturing industry for 14 years at Dow Corning. During this time he has served in various roles in both information technology and on the business process side. He served as the primary global leader for the technical configuration and implementation of the SAP EH&S Module.

Dave was the founder of the ASUG EH&S Interest Group in 1998. He served as Chairman of the group from 1998-2001 while also holding positions as Program Chair, and Influence Chair. In addition, Dave has also served in the following leadership roles: Group Leadership Forum 2000-2001, Vendor Chair and Exhibitor Advisory Council Chair 2002-2003, Conference Planning Committee & General Session Chair 2003-2005.

**Rob Lytton**  
*Lennox International*  
Director-at-Large



Rob Lytton is a Director of I.T. Business Systems for Lennox International – the corporate parent of

the Lennox family of companies. Lennox is a global leader in Heating, Cooling, Ventilation, Air Conditioning, Refrigeration, and Service. Rob's areas of focus have included customer facing eBusiness, Customer Relationship Management, Order and Configuration Management, Manufacturing & Sourcing, Product Lifecycle Management, Human Resources and Payroll, Accounting, and Finance.

Prior to joining Lennox in August 2004, Rob spent 7 years in various leadership roles within the SAP Consulting organization. During that time, Rob developed relationships with many of the Discrete Manufacturing, High Tech, Oil and Gas, Mill Products, Consumer Products, and Service Sector SAP customers in Texas and the surrounding states.

Prior to joining SAP, Rob led an early (1993) selection and global implementation of SAP R/3 for Micrografx, a developer of personal computer graphics software in Richardson TX.

Rob has been involved with ASUG, and particularly the North Texas/Oklahoma regional ASUG chapter for many years, in various roles. For the past 3 years, Rob has been a member of the North Texas/Oklahoma chapter leadership creating a connection between SAP and the local chapter, including a period as the interim chair of the chapter in 2004-2005.

Johnson  
Hunnicutt

Lytton

**Paul Shepherd**  
*Spectrum Brands*  
Director-at-Large



Paul Shepherd has more than 26 years of finance/accounting experience with over 16 years in the aerospace industry. He has significant “lean technique” expertise in streamlining manufacturing and business processes.

Paul is currently employed by Spectrum Brands as the General Ledger Manager in their North American Headquarters located in Madison, Wisconsin.

Paul has served in many capacities over his 26 year career which includes Purchasing Manager, Operations Manager, Planning Manager, Accounting Manager, Credit Manager, Cost Analyst, Cost Accountant, and Controller. At present, he also teaches Accounting/Finance & Technology Management courses at Western International University.

Paul was previously the Arizona Chapter Chair, from late 2003 through May 2005, in supporting ASUG membership/volunteer community education and growth.

Shepherd

**Stefan Kneis**  
*SAP Americas*  
SAP Executive Liaison



Stefan Kneis communicates ASUG’s objectives and activities to SAP for increased awareness and participation in ASUG programs. He acts as the liaison to the SAP America Executive Sponsor to represent ASUG activities and issues. In addition, he accepts escalation of unresolved issues and acts as primary strategist for the relationship. Stefan carries ASUG’s message to the highest levels within SAP.

Kneis

## Collaboration

Getting together was our beginning...  
working together is **OUR SUCCESS.**



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