



# Assessing BI Readiness

Presented by:

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# Agenda

- ❑ **Introduction**
- ❑ What is BI
- ❑ Organizational considerations
- ❑ Successful initiatives
- ❑ BI assessment defined and assessment process
- ❑ Q & A



# About the Speaker

## Faun deHenry

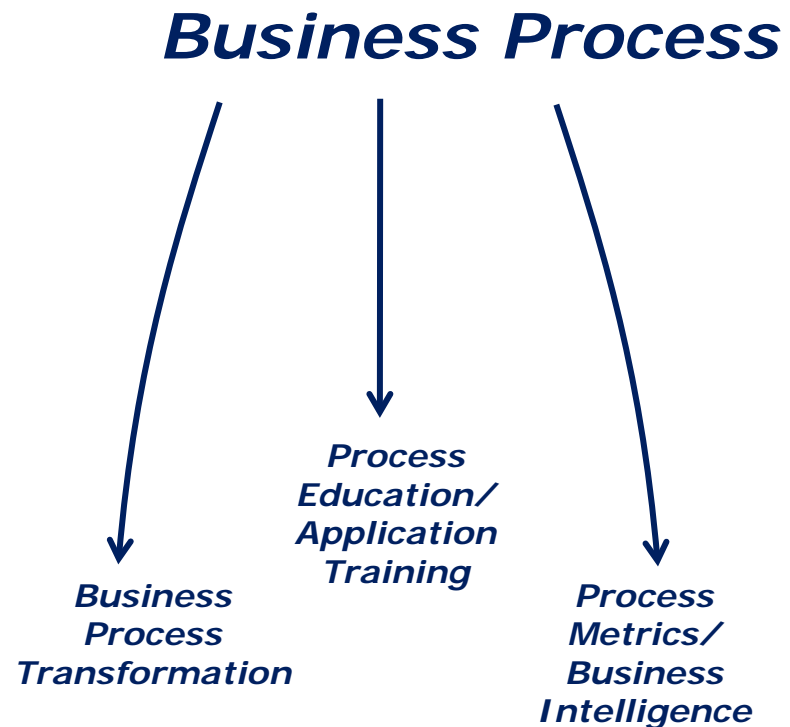
- ❑ CEO of FMT Systems Inc.
- ❑ Officer in Oracle Business Intelligence SIG
- ❑ BI Track Chair — Collaborate 07, 08, 09
- ❑ Recognized speaker and trainer on topics including *Designing Customer Focused Processes, Best Practices for Virtual Organizations, and Business Intelligence*

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## FMT Systems Inc.



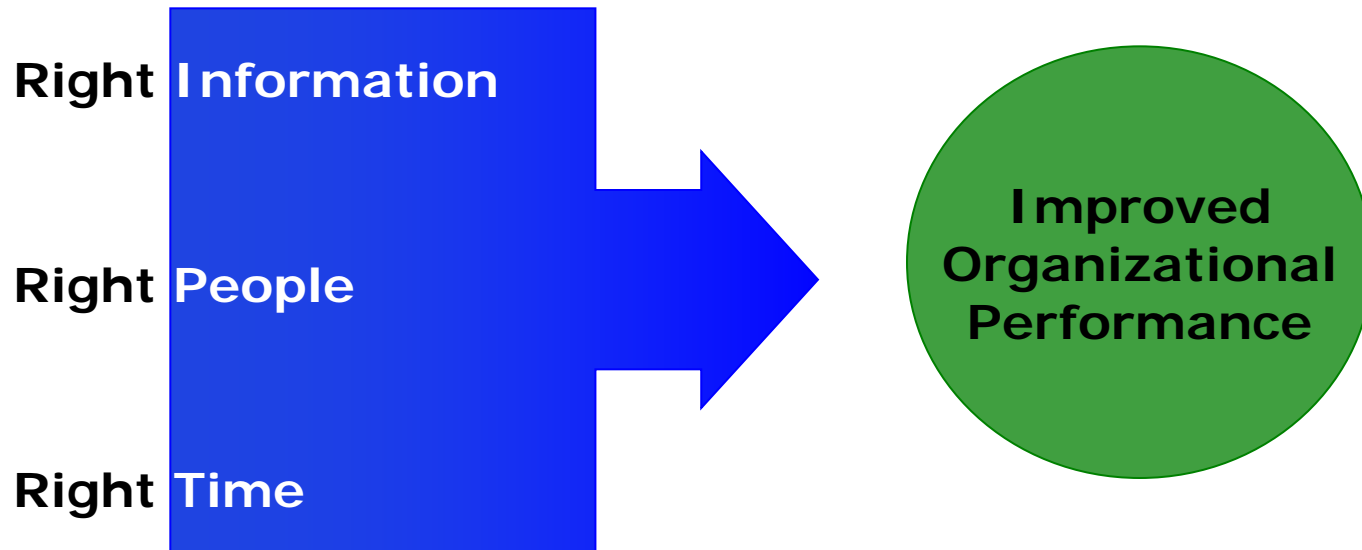
# What is BI?



Definition — Business & Technical  
IT, End User & Management Views  
Trends  
BI Maturity Levels



# Business Intelligence Definition





# BI Definition — Technical View

Employing applications and technologies  
in the process of gathering, storing,  
analyzing, and providing access to data to  
assist in **better business decision  
making.**





# Why Consider BI? — IT Perspective

- ❑ Standard reports don't meet business requirements
- ❑ Custom reports take too long to produce
  - Many resources tied up in reporting
  - Need daily production reports and exception reporting in dashboards, scorecards, alerts
- ❑ Inability to drill down from summary data to consistent details for clean, accurate, and timely data



# Why Consider BI? — IT Perspective

## (continued)

- ❑ Data manipulation is required, extensive use of Excel (can be problematic — Sarbanes Oxley) “Spreadsheets are the duct tape of BI”
- ❑ No tools or time to do detailed analysis
- ❑ Multiple data sources, complex table structures — no central repository for business and technical information





# Why BI? — End User Perspective

- ❑ Multiple versions of “the truth” in meetings — no single set of business rules nor definitions
- ❑ Empowers end-users to do own analysis
- ❑ Eases task of data selection
- ❑ Drill-down
- ❑ Limited knowledge of SQL or tables required



# Why BI? — Management Perspective

**“Would you run your business looking at your rear view mirror through a telescope?”**



# OLTP versus DW/BI — Different Skills

- ❑ OLAP/BI is iterative in modeling, design, and implementation
- ❑ Frequent exposure of unknown data quality problems
- ❑ Multiple source systems (OLTP) converge into one or more target (DW/OLAP/BI) systems
- ❑ Multiple lines of business use different business rules, assumptions, terminology
- ❑ Quantity of data that will reside in DW/OLAP/BI is typically unknown
- ❑ Difficulties in loading and aggregating data
- ❑ Different challenges in performance tuning





# BI Trends

- ❑ Looking back at 2010
- ❑ Organizational BI Maturity
- ❑ Maintenance of BI
- ❑ IT driving BI to BI driving business transformation



# Looking Back at 2010

- ❑ Web 2.0, in-memory, cloud or columnar databases gained some traction in the small and medium-sized business market
- ❑ Focus on analytics and near-real-time data delivery
- ❑ User-friendly predictive modeling
- ❑ Data warehouse virtualization into the cloud
- ❑ Hype around predictive analytics outpaced available skill sets in 80% of organizations

***SearchBusinessAnalytics.com***

*<http://searchbusinessanalytics.techtarget.com/news/1507016/Business-intelligence-market-trends-and-expert-forecasts-for-2010>*





# Looking Forward to 2011

- ☐ BI on mobile devices
- ☐ Greater business ownership of BI
- ☐ Increased interest in Hadoop Framework
- ☐ Social analytics
- ☐ More SaaS BI services
- ☐ Data visualization
- ☐ BI on BI





# BI Maturity in 2010

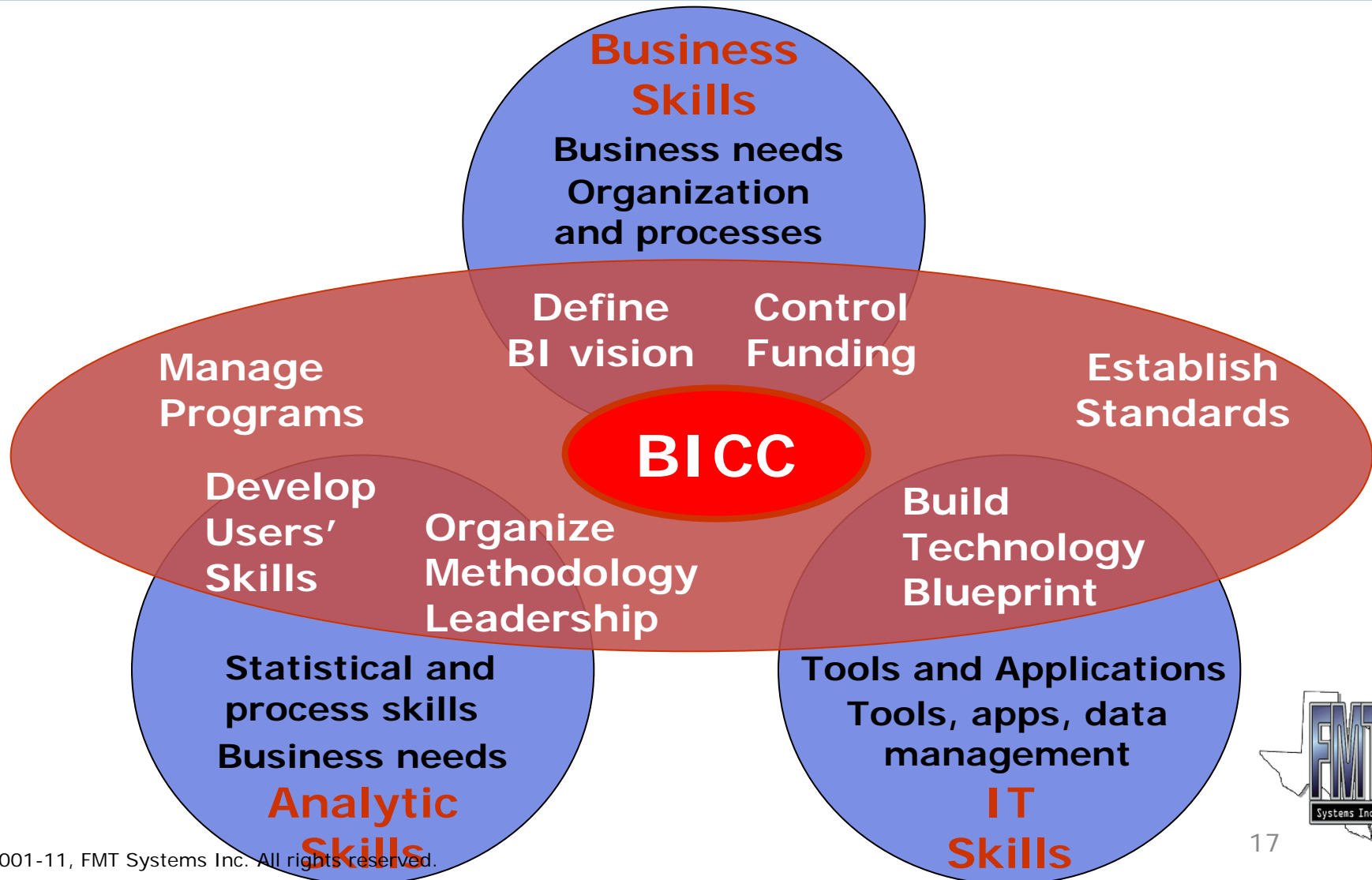
*(on a scale of 1-5 where 1=poor and 5=excellent)*

- ❑ Organizations using BI increased maturity
  - 3.25 for governance and ownership.
  - 2.81 for organizational structures.
  - 2.65 for BI processes.
  - 2.82 for data and technology.
  - 2.34 for measurement and adjustment.
  - 2.07 for innovation.



# Gartner View of BICC

(Business Intelligence Competency Center)





# BI Maturity Model — TDWI (2005)

Stage/ Focus	Prenatal	Infant	Child	Teens	Adult	Sage
Architecture and Scope	Management Reporting/ System	Spreadsheets/ Individual	Data Marts/ Department	Data Warehouse/ Division	Enterprise Data Warehouse/ Enterprise	Analytical Services/ Inter-enterprise
Type of System and Analytics	Financial/ Paper Reports	Executive/ Briefing Book	Analytical/ Interactive Report	Monitoring/ Dashboard	Strategic/ Cascading Scorecards	Business Service/ Embedded BI
User and BI Focus	All/ What happened?	Analyst/ What will happen?	Knowledge Worker/ Why did it happen?	Manager/ What is happening?	Executive/ What should we do?	Customer/ What can we offer?
Executive Perception about the role of BI	Cost Center	Inform Executives	Empower Workers	Monitor Processes	Drive the Business	Drive the Market
Business Value and ROI	Costs high/Value low	Costs and value approaching breakeven	Costs decreasing/ Value increasing	Costs continue to decrease/ Value continues to increase	The Cost/ Value gap widens	Achieve ROI



# Maintenance

- ❑ Business intelligence is a program — not a project
  - It is ongoing
  - Needs of the organization are constantly changing
  - Underlying applications change



# IT Traditionally Drove BI

2004 ➞ IT Drives BI

Measure

BI Platforms

Data Warehouse





# Shift to Business Driving BI

“You need to be **business-driven, not IT-driven**. Otherwise, you get a tool that no one uses.”

Dan Thorpe, Sr. VP  
Statistics and Modeling  
Wachovia Bank



# BI Will Drive Business Transformation



# Organizational Considerations



Usability and Users

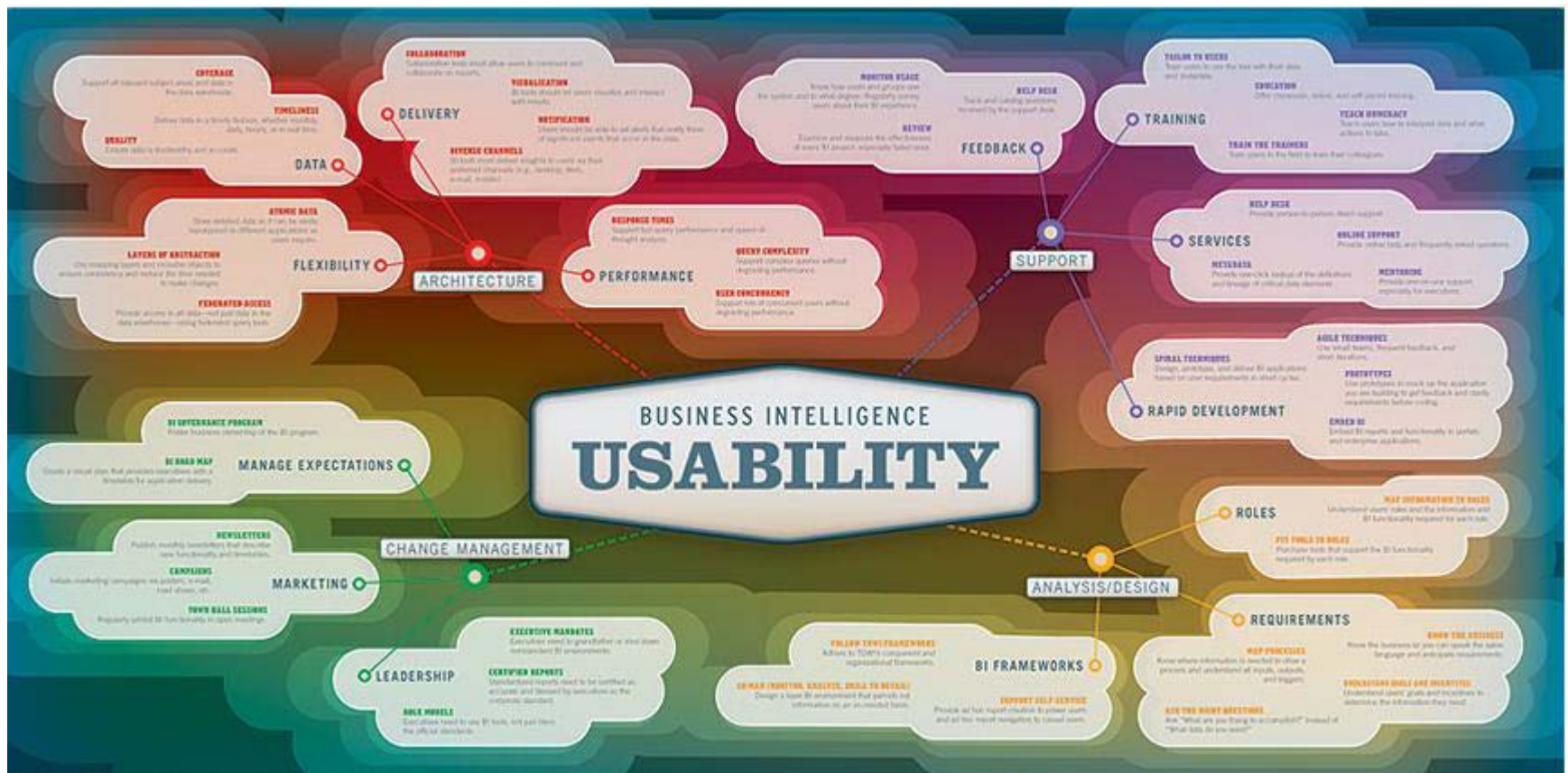
Role of Analysis

Data Display and Value

Portfolio Management



# TDWI View — BI Usability





# Users of BI

Typical users are categorized as

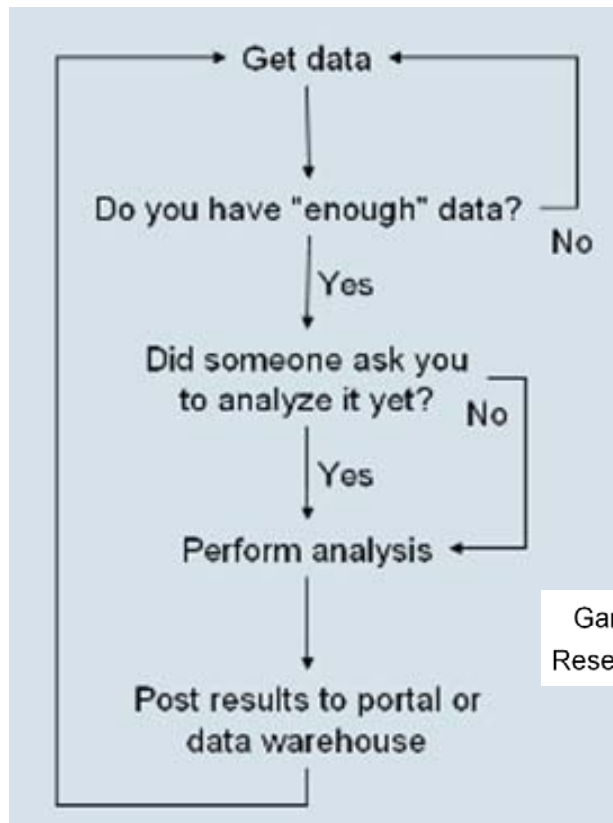
- Executives
- Middle Management
- Power Users
- Internal users
- Partners





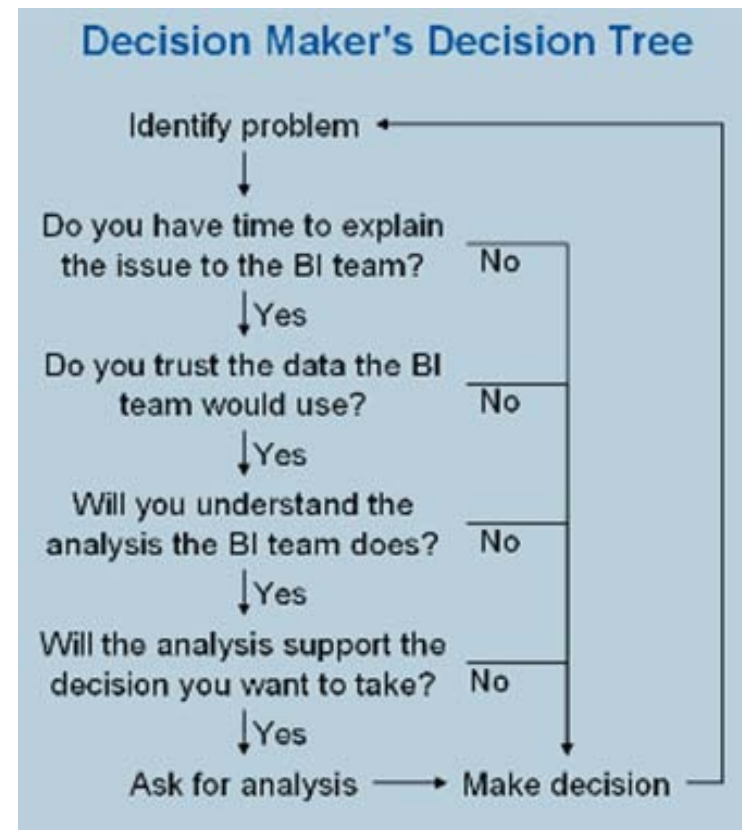
# Role of Analysis in Decisions

## Analyst's Decision Tree

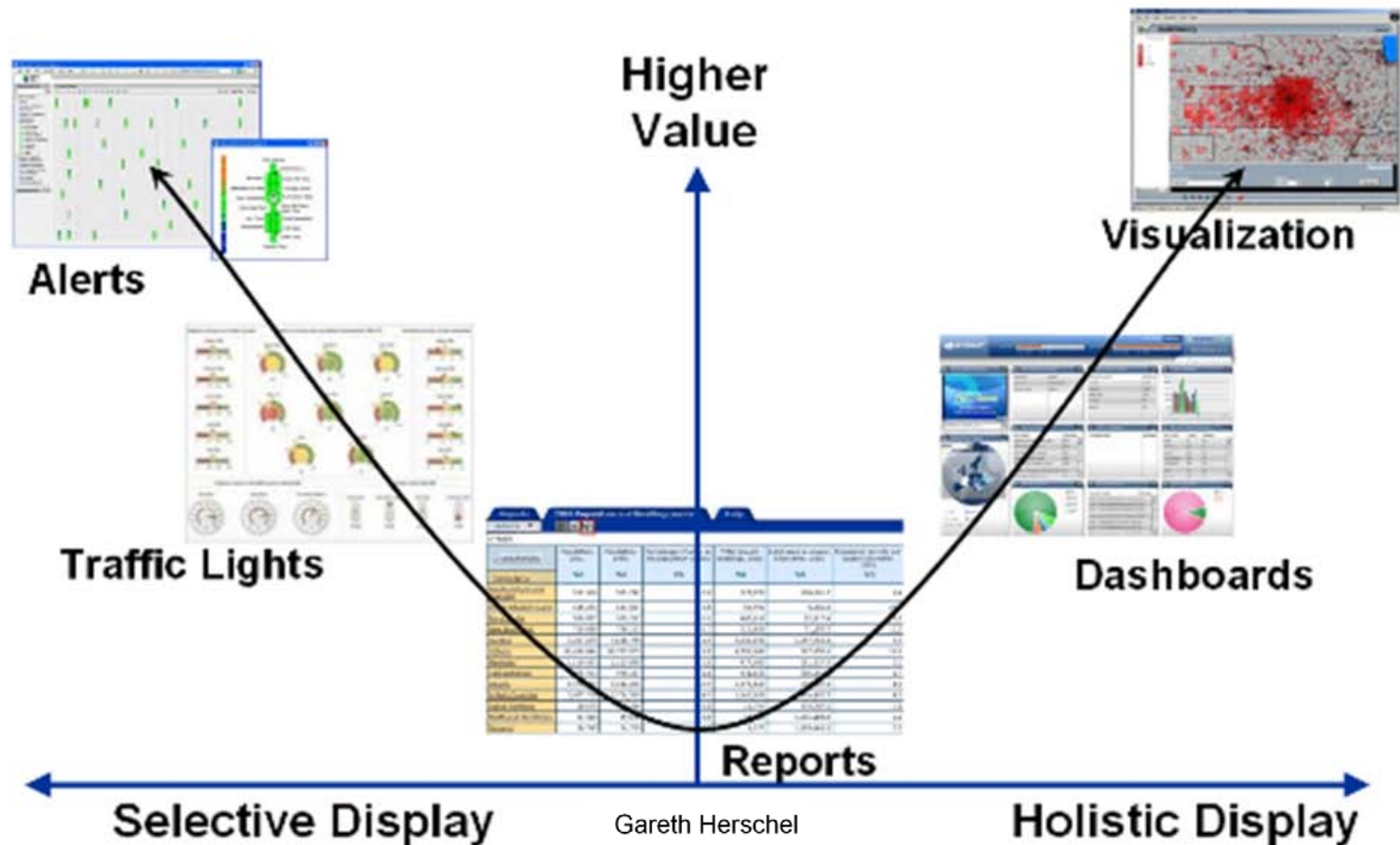


Gareth Herschel  
Research Director  
*Gartner*

## Decision Maker's Decision Tree



# Data Display and Value

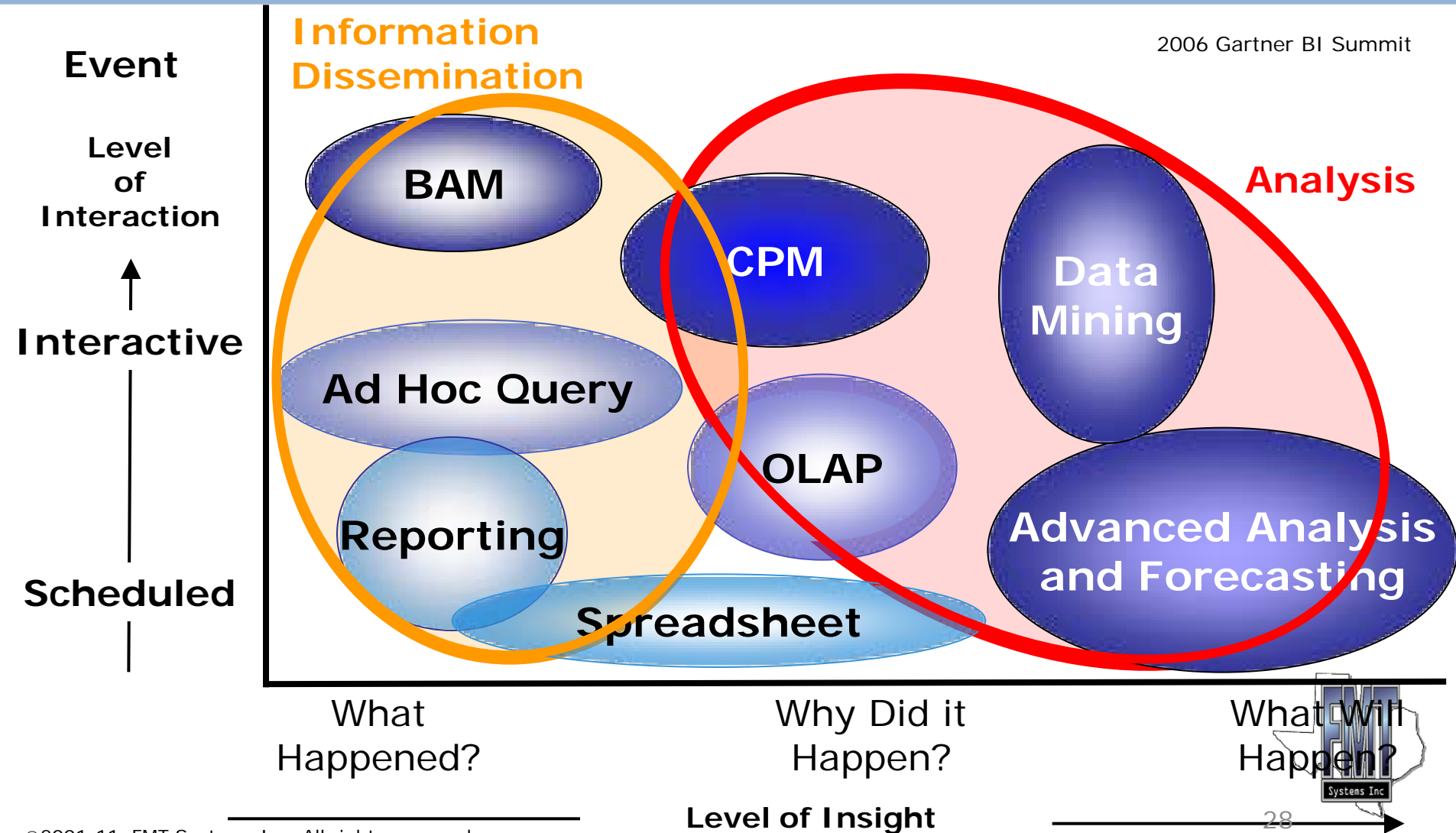


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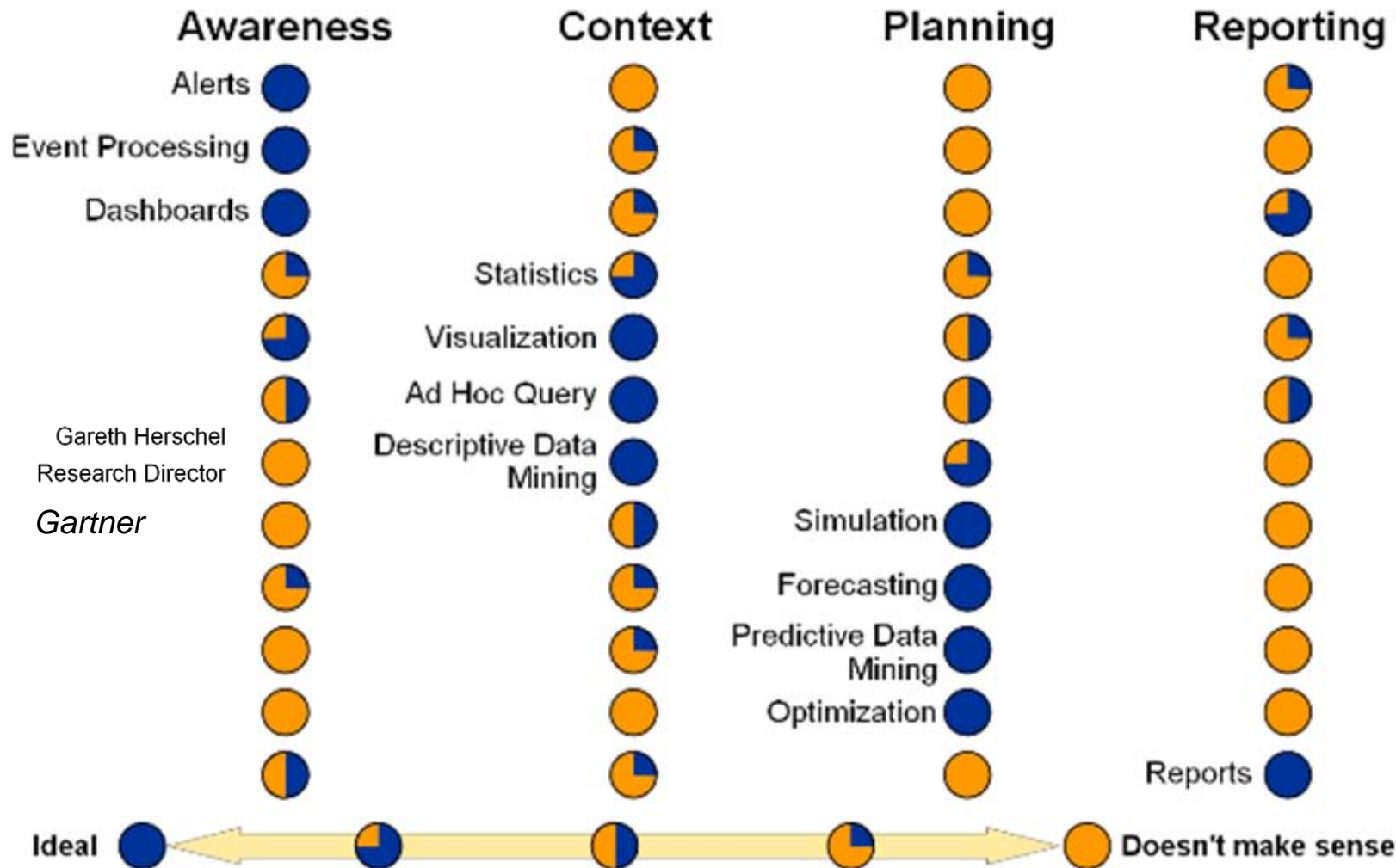
*Gartner*

# BI Capabilities Portfolio

2006 Gartner BI Summit



# BI Capabilities Portfolio



# Successful Initiatives



Fatal Flaws  
Success Factors



# Fatal Flaws of BI initiative

- ❑ "Give me a dashboard."
- ❑ "Darwin was wrong: BI doesn't evolve."
- ❑ "Our enterprise application vendor will do it all."
- ❑ "If you build it, they will come."
- ❑ "We can outsource this whole darn BI thing!"
- ❑ "Managers need to 'dance with the numbers'!"
- ❑ "Data quality problem? We don't have one."

**Bill Hostmann**

Research Vice-President, Gartner Research

19 July 2006/**ComputerWorld IT Management Summit:**

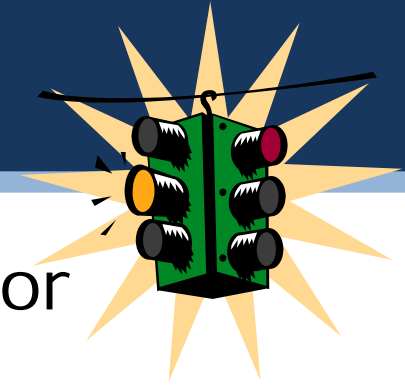
Unlocking the Value of Business Intelligence



# BI — Result of Corporate Strategy



# Success Factors



- ❑ Strong Business Management Sponsor

“Our CEO is a real data dog!” Sara Lee executive

- ❑ Strong Business Motivation

Boston Red Sox determine that money+analytics is better than just money.

- ❑ Feasibility

- ❑ IT/Business Partnership

- ❑ Current Analytic Culture

“Do we think or do we know?” Gary Loveman, Harrah's

Ralph Kimball, The Data Warehouse Toolkit, 2nd Edition, 2002





# Business Management Sponsor

The most critical factor

## □ Attributes:

- Vision of the potential impact on organization
- Passion and personal conviction regarding program's value
- Track record of success with other internal initiatives
- Astute politically and can work well with their peers in persuading them to lend their assistance and support



# Strong Business Motivation

- ❑ Must solve a need
  - Sense of urgency
    - External forces (competitive or regulatory)
    - Internal factors (inability to analyze cross-module or cross-organization performance)
- ❑ Take care that you control the project scope and focus on the low hanging fruit first



# Feasibility

## ☐ Data — Issues

- Available and it is being collected today?
- Can it be derived from the source data?
- What is the cleanliness, the consistency, the granularity, and the referential integrity of the data?

## ☐ Technical

- Infrastructure

## ☐ Resources

- Buy or Build





# Data Modelling

- ❑ Create a common language between BI users and BI developers
- ❑ Identify needs
- ❑ Creates a development artefact





# Types of Models

## ☐ Conceptual

- Defines the requirements
- What needs to be built to address the business needs?

## ☐ Logical

- Design view of the targets
- Defines the parts

## ☐ Physical

- Specification views of each target
- How do the parts fit together?





# The Process: Essential to BI Success

- ☐ Everyone needs to be part of process — End-users, IS/IT, and executive management
- ☐ Identify the business processes that enable questions
- ☐ Establish separate evaluation and review teams
  - Two Primary Teams — Decision Team and Management Review Committee
- ☐ Remove politics
- ☐ Identify a selection methodology
- ☐ Design the solution





# Putting it All Together — Keys to Success

- ❑ Executive sponsorship
  - ❑ Realistic expectations
    - \* Methodology
    - \* Team
    - \* Proper technical architecture and tools
    - \* Quality data
  - ❑ Limited scope changes
  - ❑ Fast payback projects
- \*Note: Key areas where DW/ETL tools  
and BI consultants can add value.



# BI Assessment



Purpose

Process

Deliverables





# Purpose of an Assessment

- ❑ Clarify the goals
- ❑ Develop a consistent methodology
- ❑ Identify team skills and deficiencies
- ❑ Identify and develop needed processes
- ❑ Research technical architecture and tools
- ❑ Identify potential data quality issues



# Assessment Process

## □ Clarify Goals

- Developing or working with the core team
- Meeting with each level of an organization to learn their expectations and issues



# Assessment Process

- ❑ Develop a consistent methodology
  - Creation of a set of requirements that solutions must meet
  - Development of a common language among users and producers of BI



# Assessment Process

- ❑ Identify team skills and deficiencies
  - Interviews
  - Surveys
    - Goals
    - Expectations
    - Skills



# Assessment Process

- ❑ Identify and develop needed processes
  - Iterative activity

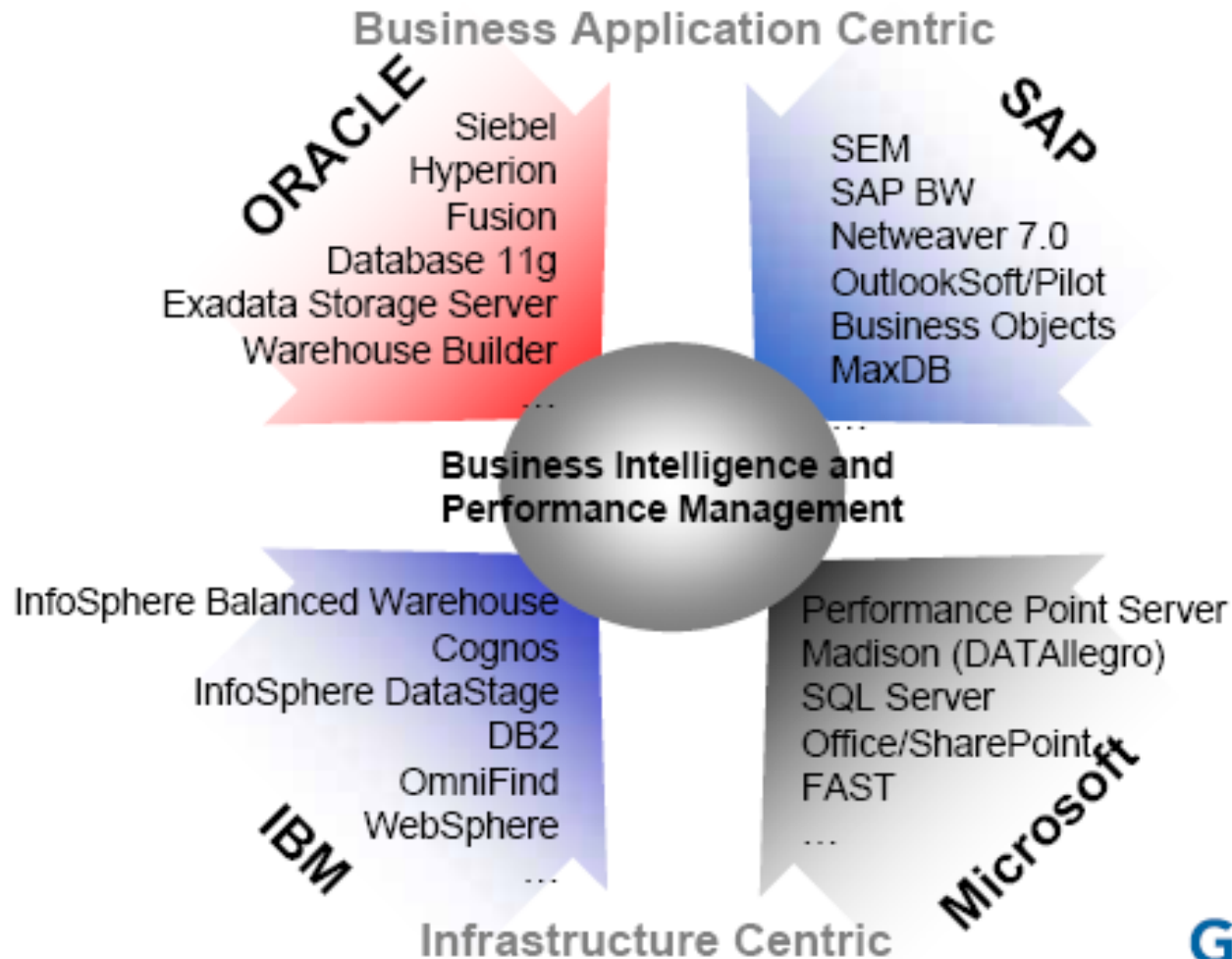


# Assessment Process

- ❑ Research technical architecture and tools
  - Map architecture
  - Categorize tools



# Assessment Process



**Gartner.**



# Deliverables of an Assessment

- ❑ High level implementation plan
- ❑ Draft RFP that creates a level playing field for vendors
- ❑ High level roadmap for transitioning the initial BI implementation to an ongoing BI program
- ❑ Skills gap analysis
- ❑ Learning and hiring plan





# Conclusion



Summary  
Resources  
References  
Q&A





# Summary

- ❑ BI is about better decisions!
- ❑ Different skills are needed for BI.
- ❑ It is a program.
- ❑ Must have a sponsor and a sense of urgency.
- ❑ Deal with your data quality issues now!
- ❑ Remember your assessment deliverables and make certain that you get all of them.



# Resources

- ❑ **Business Intelligence Network — Events Calendar**  
<http://www.b-eye-network.com/events/index.php>
- ❑ **TDWI World Conference:** usually held twice a year  
<http://www.tdwi.org/display.aspx?id=9283>
- ❑ **Desktop Conference for BI — Late fall 2011**  
<http://www.desktopconference.org>
- ❑ **Oracle BI product roadmap**  
<http://www.oraclebisig.org>



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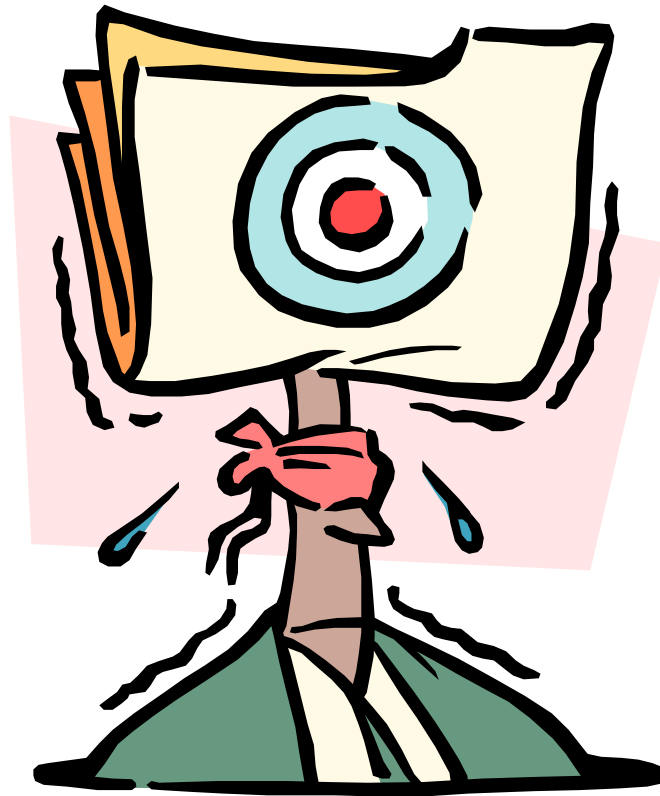


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# Questions and Answers



# Assessing BI Readiness



*Thank you!*

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