Delivering BI to Organizations

TUTORIAL ON
Business Intelligence (BI) & Analytics

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Survey Methodology

Here are the demographics of the 359 survey respondents by title:

- C-level officials (CEOs, CFOs, COOs, board members, etc.): 35%
- EVPs, SVPs, VPs: 39%
- General managers, division directors, group managers: 26%

And by number of employees in each respondent’s company:

- 1 – 999: 43%
- 1,000 – 4,999: 17%
- 5,000+: 40%

The respondents represented a broad array of businesses:

- Manufacturing: 36%
- Finance: 23%
- Business-to-business services: 21%
- Other industries: 20%
More than 60 percent of companies received as much or more business value from BI projects than they expected. Here is how companies describe the level of business value achieved by recent large-scale BI projects (note: total is not 100 percent due to rounding).

- **50%**: Significantly more business value than expected
- **20%**: Business value met our expectations
- **13%**: Not as much business value as we expected
- **12%**: Very limited business value or none at all
- **4%**: Don’t know
Many forms of BI in Use

Percent of respondents indicating BI functionalities in use or in development, as well as which will be implemented within three years.

<table>
<thead>
<tr>
<th>Functionality</th>
<th>Now/in process</th>
<th>Planning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Standard reporting</td>
<td>80%</td>
<td>11%</td>
</tr>
<tr>
<td>Ad hoc reporting</td>
<td>73%</td>
<td>18%</td>
</tr>
<tr>
<td>Scorecards, dashboards, etc.</td>
<td>58%</td>
<td>30%</td>
</tr>
<tr>
<td>Analytics on demand</td>
<td>56%</td>
<td>34%</td>
</tr>
<tr>
<td>Role-based portals</td>
<td>38%</td>
<td>42%</td>
</tr>
<tr>
<td>Embedded analytics</td>
<td>36%</td>
<td>44%</td>
</tr>
</tbody>
</table>
Five Practices to Ensure Success

**Business Information Governance Programs**: govern standards and corporate requirements for data management or have such programs in development

**Enterprise Information Strategy**: a corporate-level strategy to organize, structure and leverage information assets or have such a strategy in development

**Information Quality Program**: Formalised procedures in place to identify, fix and prevent data quality problems such as inaccuracy and incompleteness

**Enterprise Data Warehouse**: central repository of enterprise data for reporting and analytical purposes

**BI Competency Centers**: a core team to manage BI efforts across the organization
Top 5 practices for BI Success

- BI competency center
  - 39% Already implemented or in process
  - 33% Plan within 3 years
  - 28% No

- Business information governance
  - 48% For companies that achieved or exceeded expected business value
  - 25% Plan within 3 years
  - 24% No

- Enterprise information strategy
  - 51% Already implemented or in process
  - 60% Plan within 3 years
  - 16% No

- Information quality program
  - 54% Already implemented or in process
  - 30% Plan within 3 years
  - 21% No

- Enterprise data warehouse
  - 59% Already implemented or in process
  - 66% Plan within 3 years
  - 14% No
Executive sponsorship trumps all other contributors to BI success. Here are the roles/skills that are judged number 1 for BI success, and which are in the top five.
CEOs and CFOs are critical players in BI decisions, but other executives are involved as well.
BI Pitfalls to Watch

Lack of user adoption is the top reason BI projects fail, but there are a host of interrelated obstacles to avoid. Here are the culprits companies blame for weak BI value.

- Lack of user adoption: 25%
- Incomplete or inaccurate business requirements: 24%
- Disconnect between BI and performance management in the organization: 23%
- Lack of cooperation or collaboration between business and IT: 20%
- Lack of required business skills within the organization: 19%
- Insufficient funding to do it right: 18%
- Lack of required IT skills within the organization: 13%
- Other: 5%
Who Owns BI

BI ownership is expanding beyond IT, though a disturbingly high number of companies have “no one” who owns BI.
Conclusions and Recommendations

Companies continue to evolve their BI capabilities through the adoption of best-practice techniques and philosophies:

- The five key business intelligence best practices, including enterprise-wide data quality and strategy.
- High-level executive, financial and IT involvement.
- Engaged end users.
- Business and IT alignment.
- A pervasive appreciation for the value of data throughout the organization.
• “Advanced BI & Analytics”