



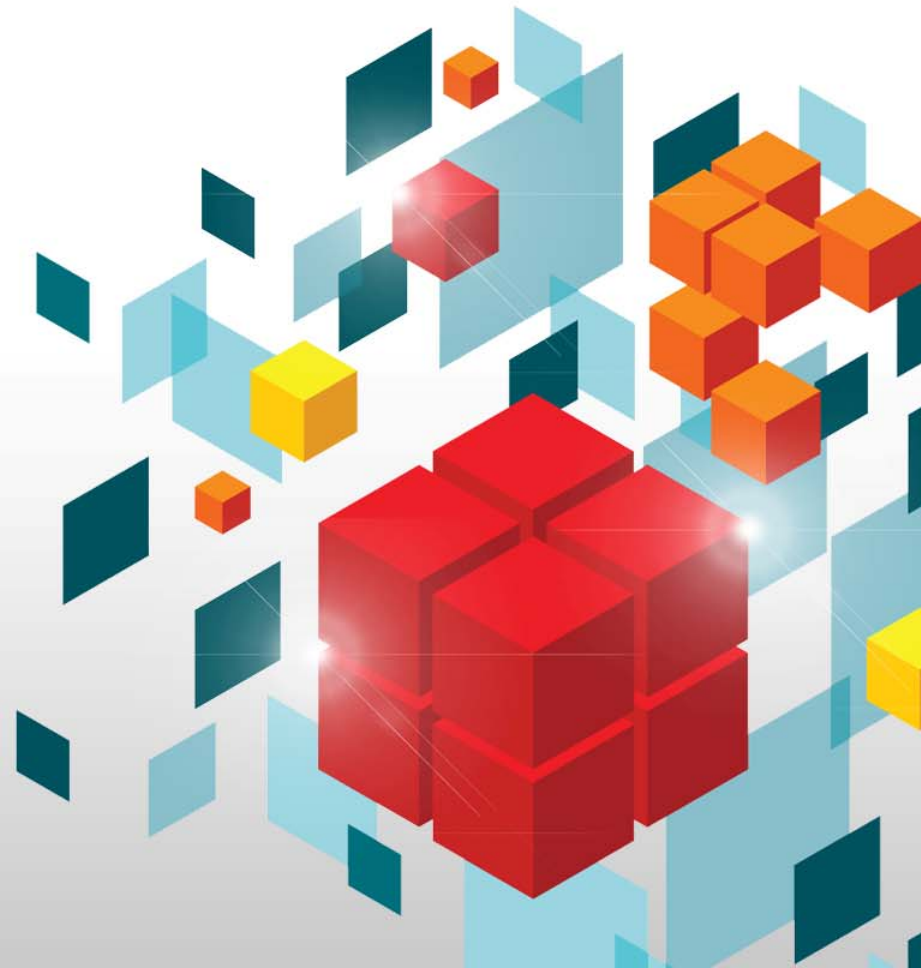
IBM Performance 2011

Designing your Business Analytics
strategy and Center of Excellence



Breakout Session – BI06

How do you currently support business analytics in your organization? This session will take you through the 3 key areas you need to consider when designing a changing BA Strategy and considerations on how to organize for success.





#1

CIOs chose Business Intelligence and Analytics as the #1 most important visionary plan element

– IBM Global CIO Study, September 2009

Organizations that lead in analytics outperform those who are just beginning to adopt analytics by 3x

– MIT Sloan Management Review and IBM Institute of Business Value, 2010

3x

65% of organizations are consolidating their business analytics systems

– BI Excellence Survey, IBM, September 2010

65%



BUT...

Penetration of active users is only 24%
– *Pervasive Business Intelligence, TDWI, 3rd Quarter 2008*

24%

“Only 23% of companies are connecting strategy to execution with their BI and Performance Management initiatives”

– *BI Excellence Survey, IBM, September 2010*

23%

67%

Cite lack of time, budget and resources as their main challenge for implementing BI and Performance Management Initiatives

– *2009 Computerworld survey*





Huh?



So what's the problem?

Top 5 common challenges



Piecemeal Solutions

No Strategy

No Organization

Politics and Culture

No Business Case

IBM Cognos BI Excellence Advisory Board, May 2009



So how do you achieve BI Excellence?



- BI Excellence is achieved when organizations have the strategy, people, process and technology approaches in place that result in business impact, value and effectiveness.
- Value and business impact are best achieved when the use of BI spans departments and silos to provide an enterprise view of information and a collaborative team approach to organizationally achieving goals.
- This requires defined approaches in:
 - Strategy, vision and business case
 - Cultural and organizational behaviour
 - Technology approach



Start with strategy

If you don't know where you are going, how will you ever get there?



Your BI strategy



- A strategy is not...
 - A document the IT team prepares about technology selection
 - A destination
 - A one-time project
 - A 400 page document that is circulated to all the teams
- A strategy is...
 - A joint effort across teams – LOB, finance, IT – that talks to various elements
 - A journey
 - Fluid, changing, agile
 - A series of documents relevant to the particular audience

Building a strategy for success



In order to achieve excellence, organizations need to create and execute on a strategy that covers three areas:

Business alignment strategy

- Corporate objectives tied to functional objectives: What is the business strategy behind the information – what are we trying to achieve?

Organizational and behavioural strategy

- A Culture of Performance and an organizational strategy that will tie strategy to execution: What people and processes need to be in place?

Technology strategy

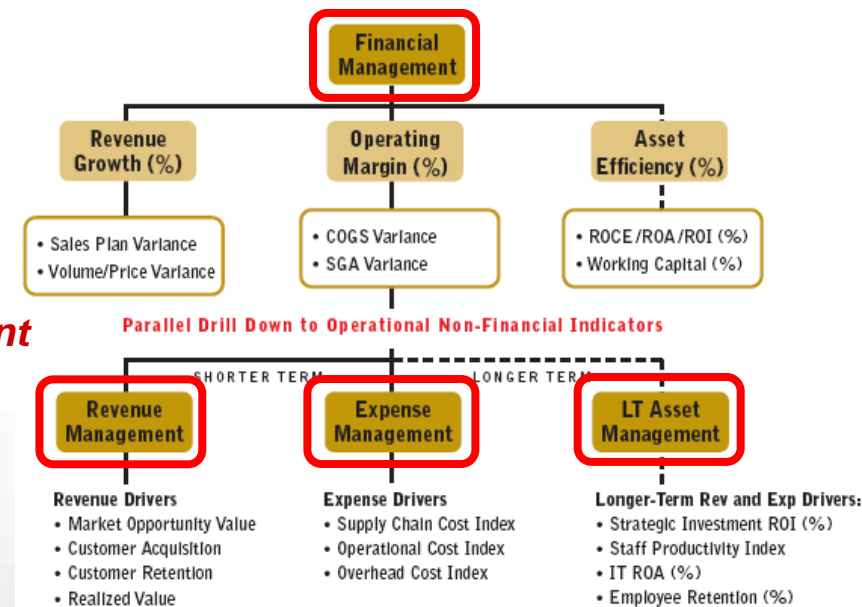
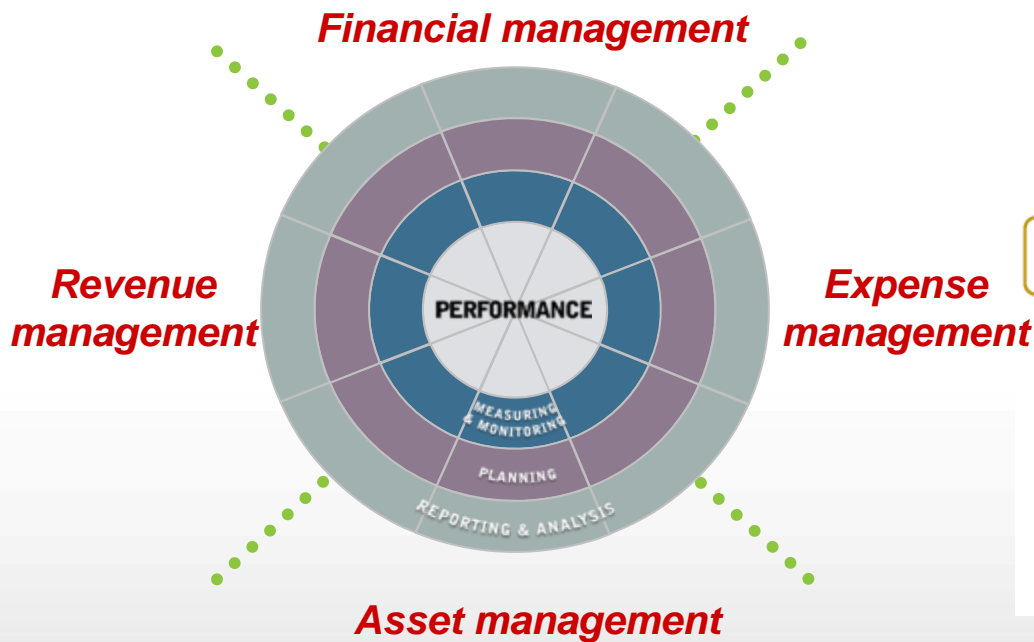
- The technology infrastructure and capabilities that will enable the business to achieve excellence: Do we have the right business intelligence, financial performance management, advanced analytics, applications, information management and hardware infrastructure to succeed?

Business alignment strategy



*The book is available from IBM in seven industry editions.

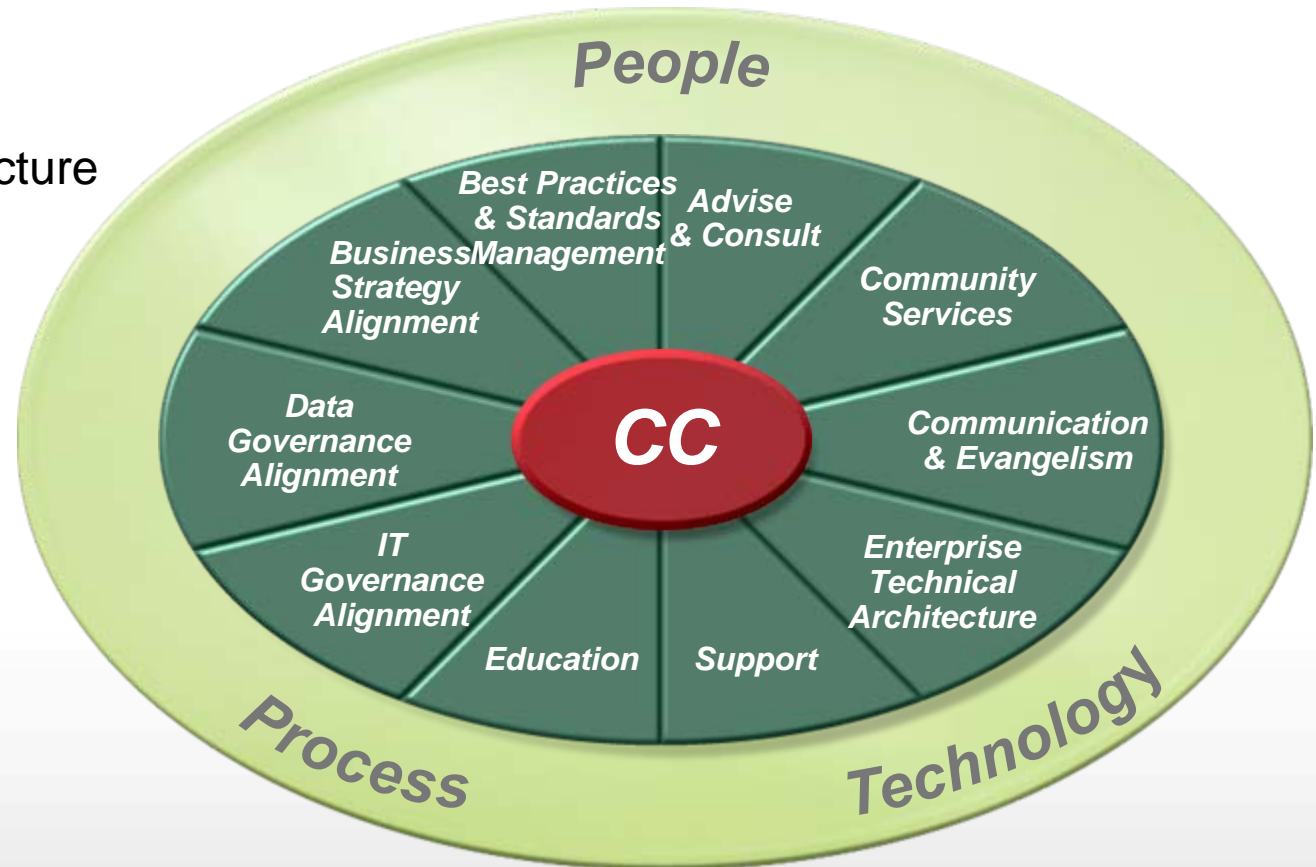
- 4 Primary Areas
- 42 Decision areas with related KPIs



Organizational and behavioural strategy



- Executive buy-in
- Training
- Organizational structure
 - BICC, CoE
 - BI department
 - Community
- Funding models
- Communication
- Training
- Processes



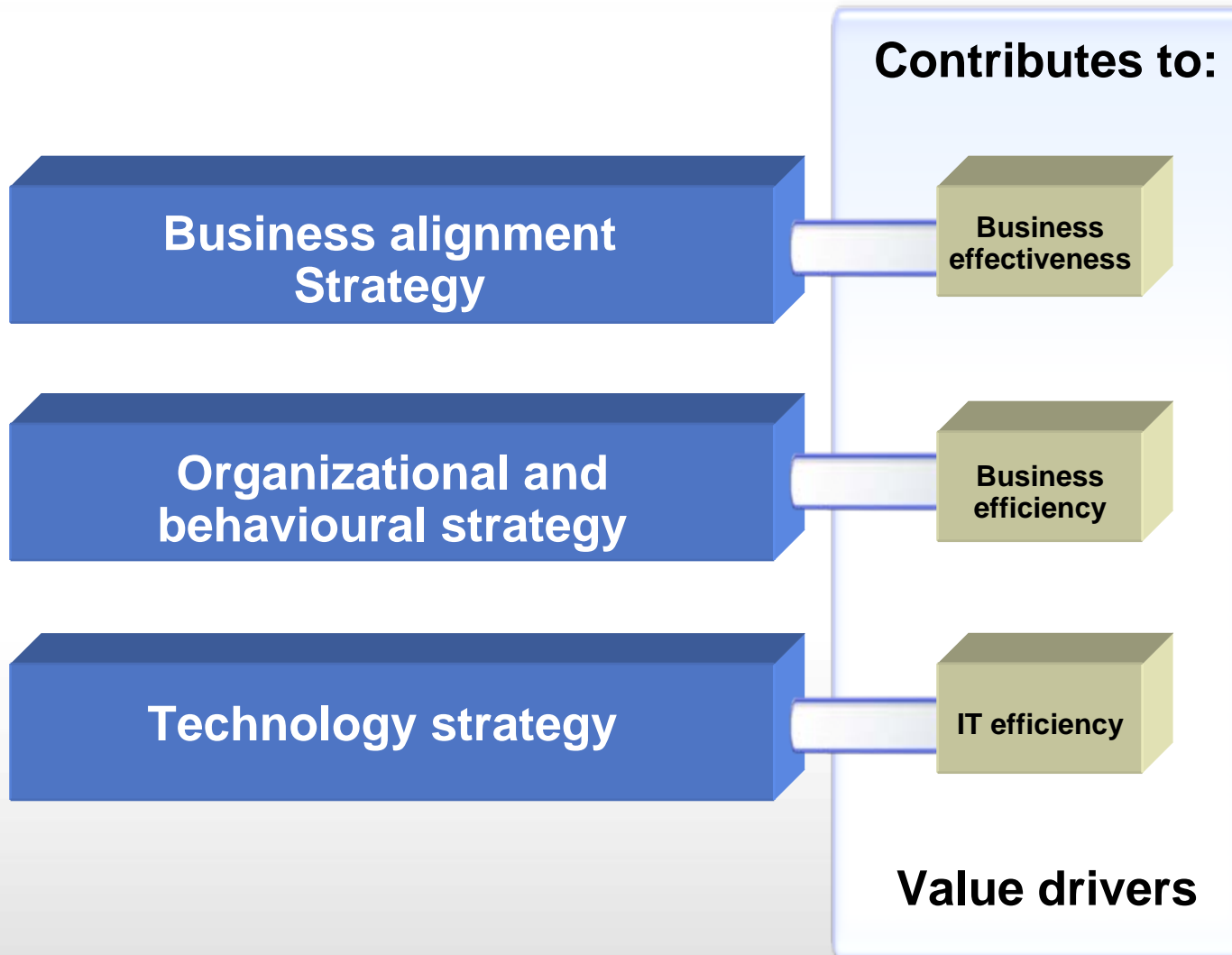
Technology strategy



- Standards and consolidation
- Capabilities for all users
- Common model
- Confidence in information
- Deployment options



Elements of a BI and performance management strategy



- Business value outcomes tied to the business strategy resulting from business decisions
- Higher productivity, faster time to complete tasks
- Lower total cost of ownerships and greater efficiencies in IT

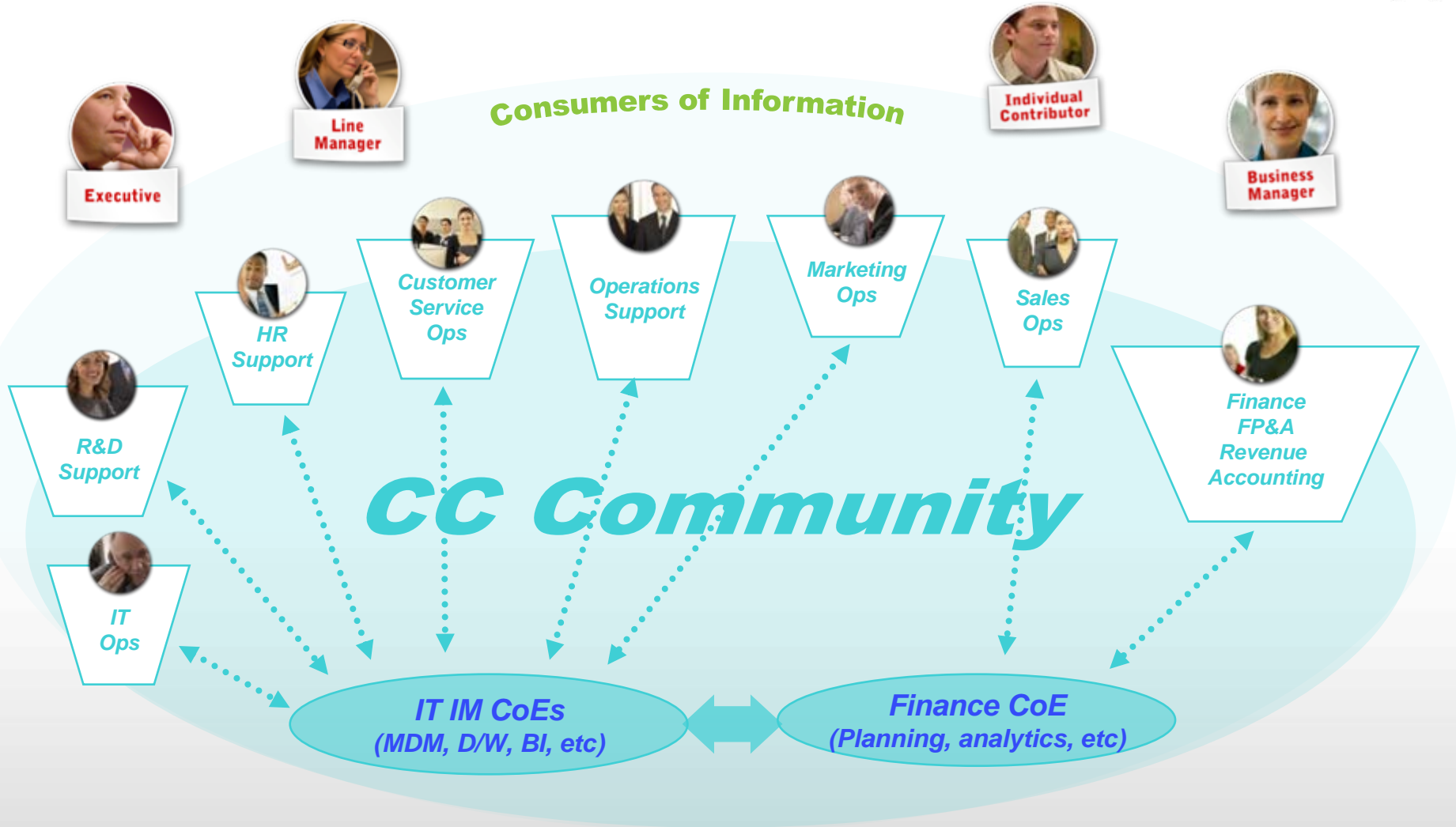
Organize for success

**A BI Team and Center of Excellence (or
Competency Center)**



Business and IT Partnership - CC Community

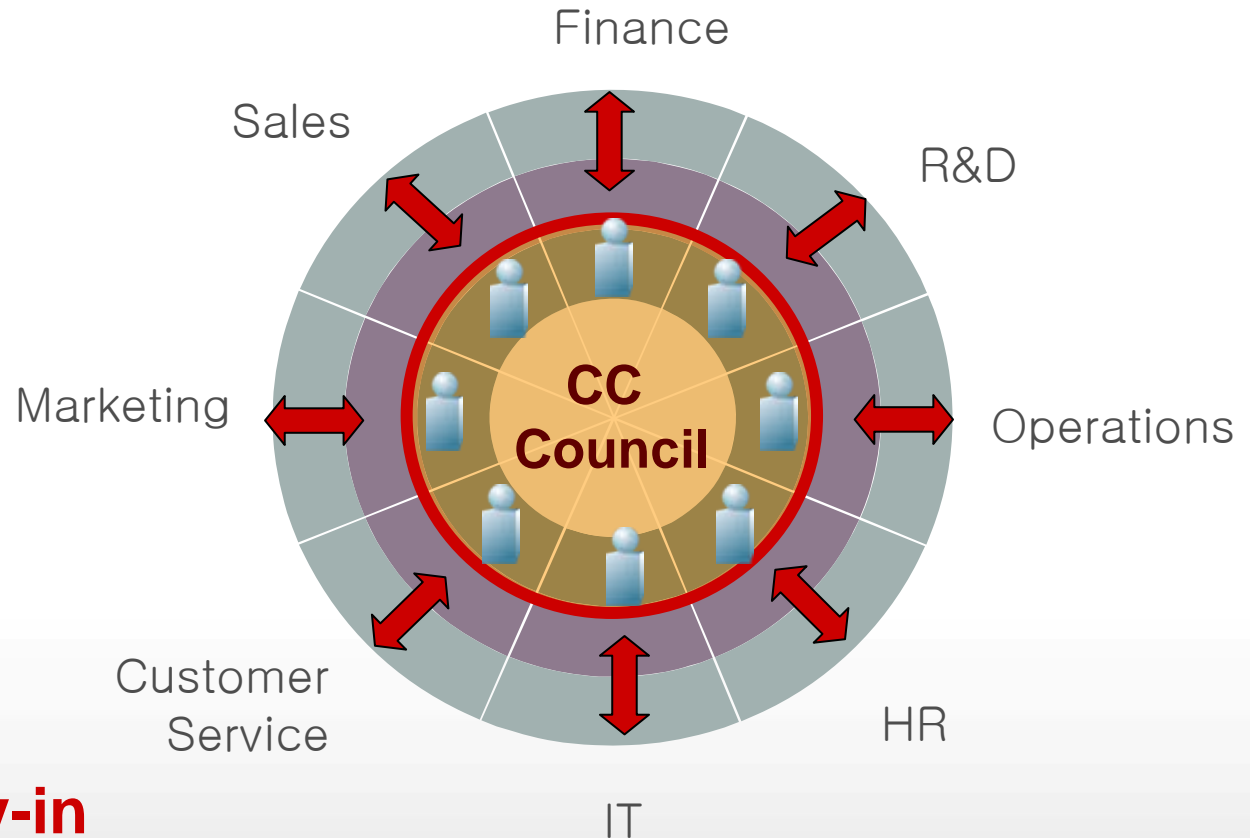
Virtual CC by function



Establishing a cross-functional steering team



- Leadership
- Alignment
- Focus
- Priorities
- Communication
- Accountability
- Delegation

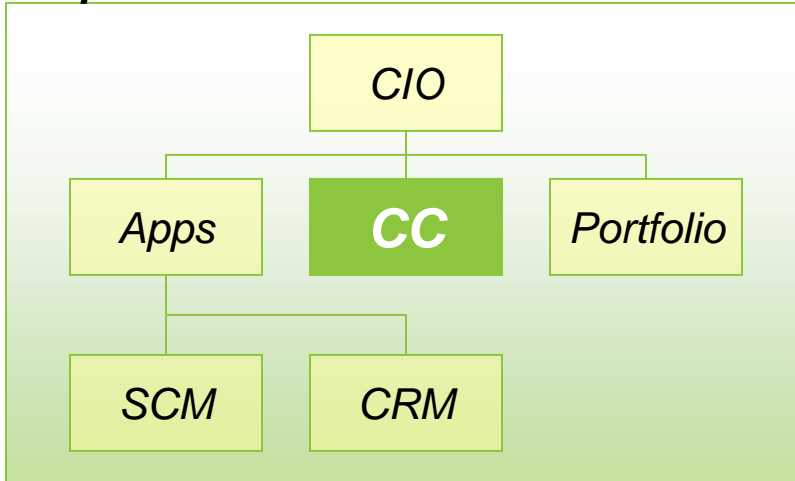


**Business buy-in
requires an accountable
seat at the table**

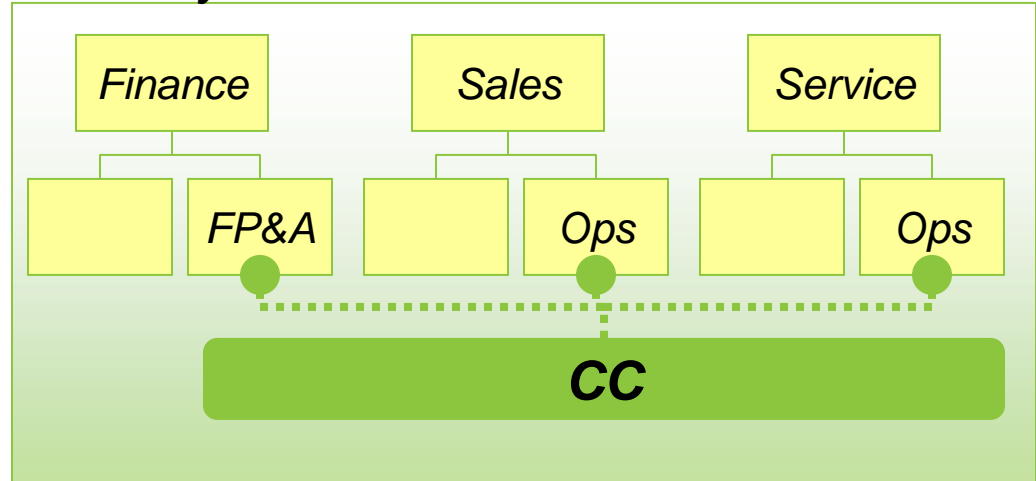
Common Competency Center formations



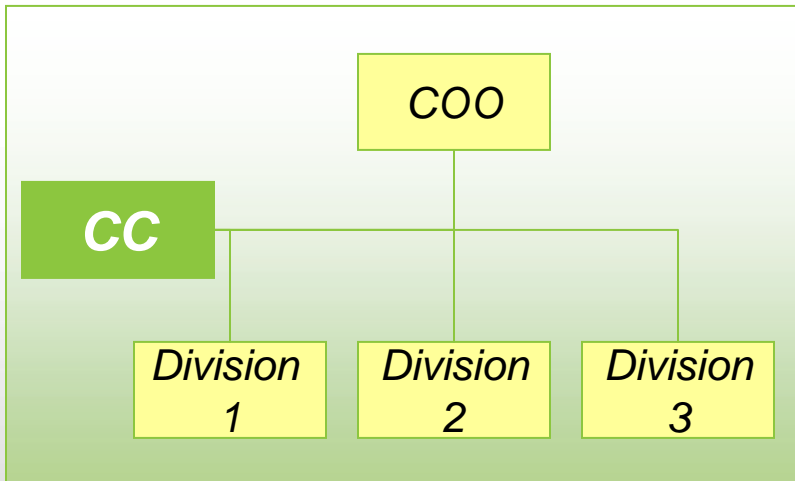
Dept in IT



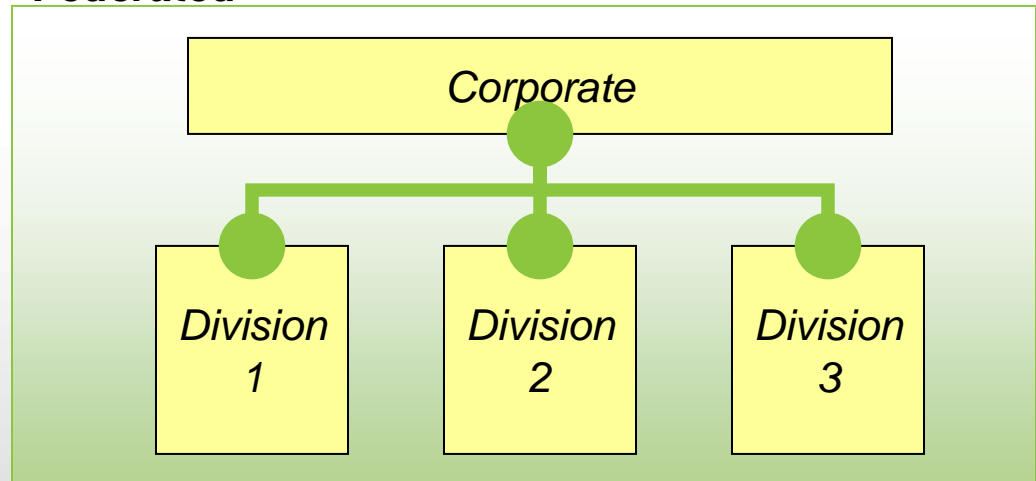
Virtual by Function



Embedded in Business

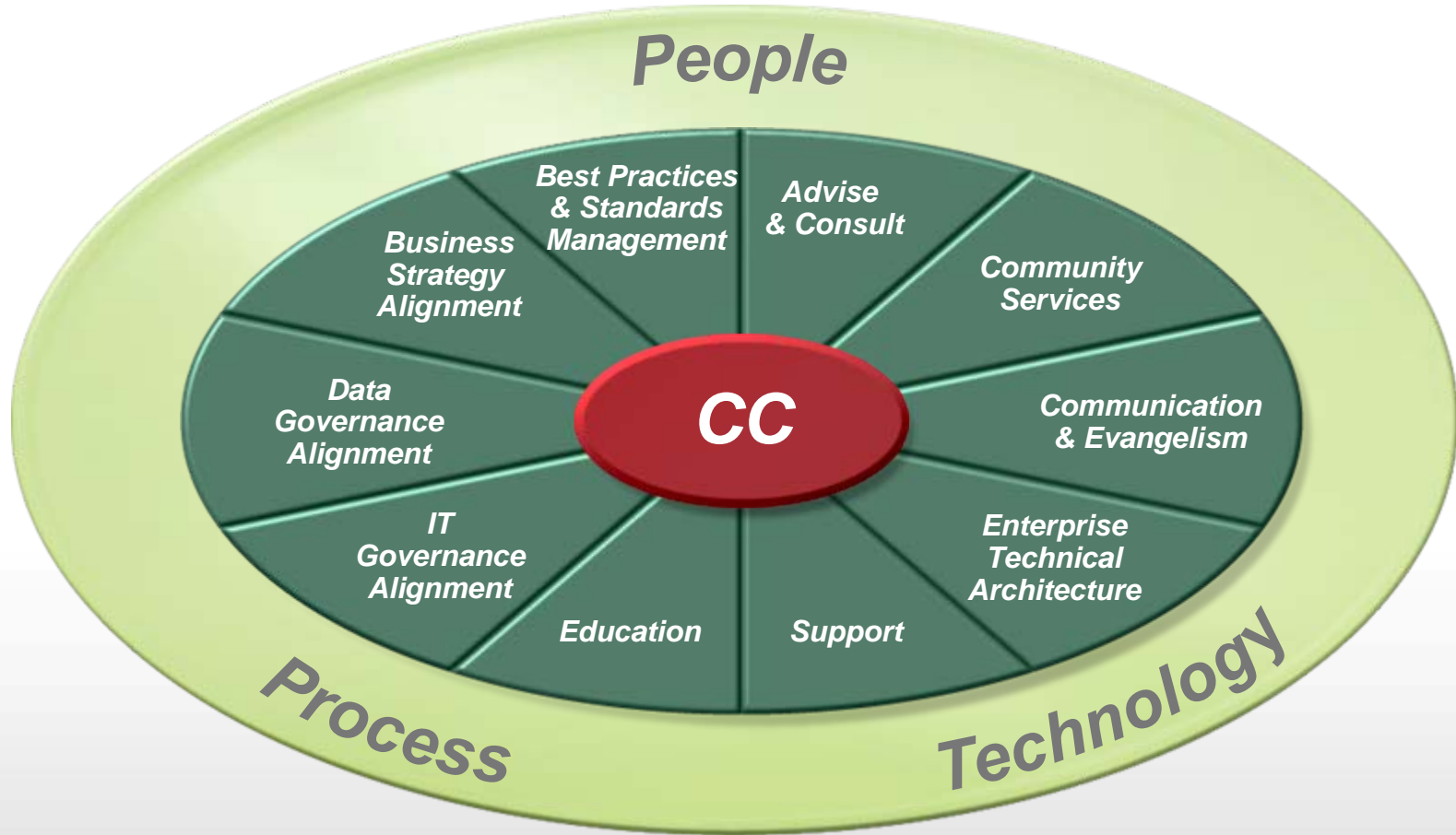


Federated

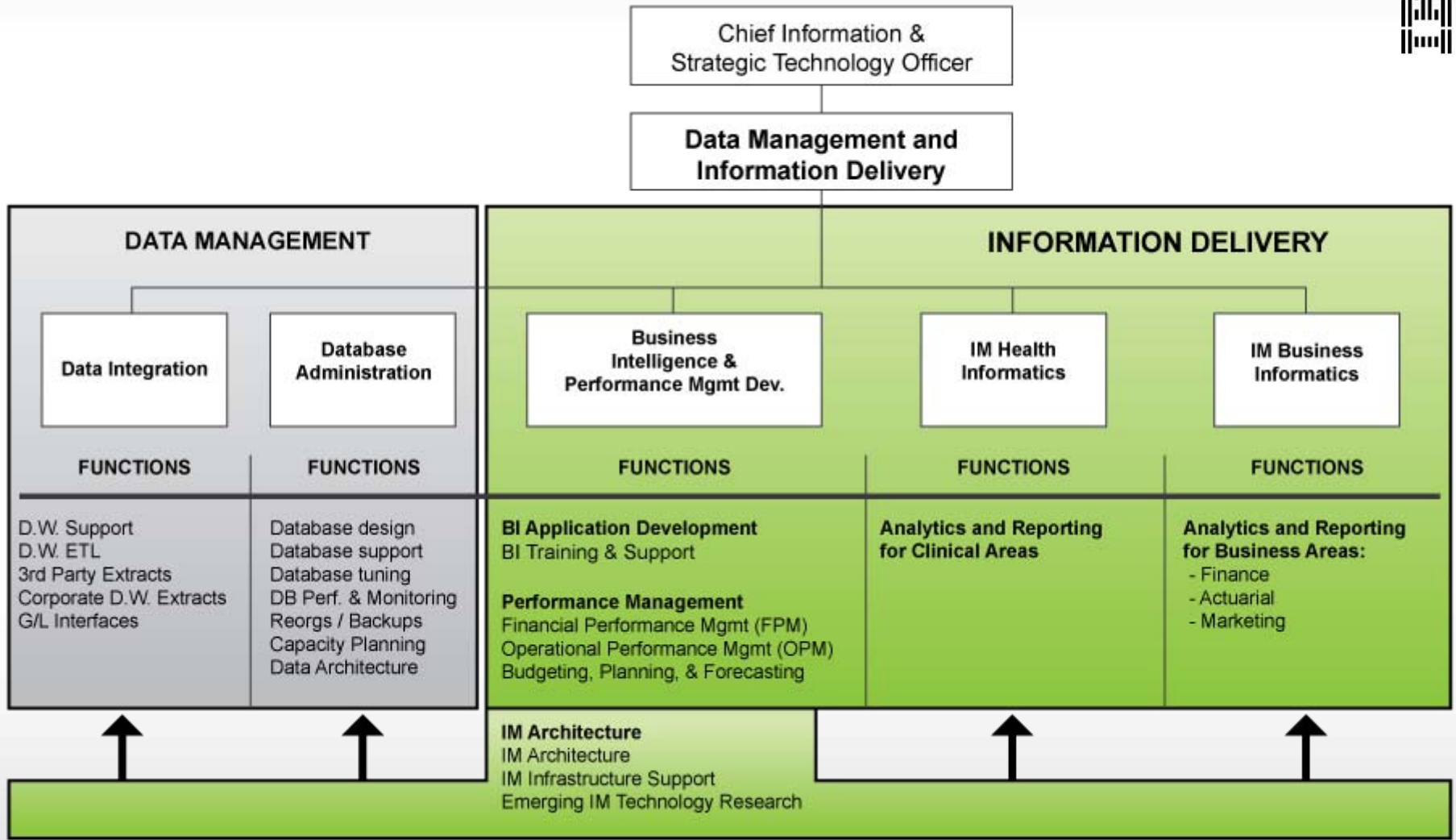


CC functions within your organization

Supporting the business for sustained success



Sample: Large health benefit plan company



CC – critical success factors

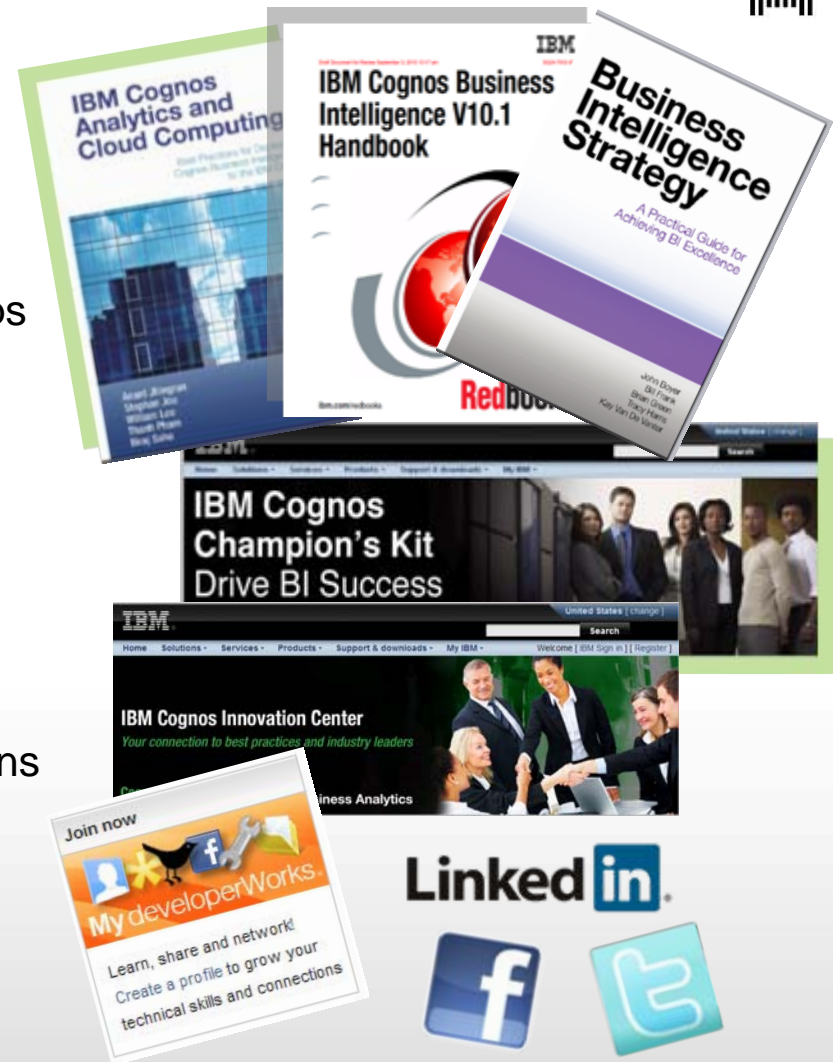


- Executive sponsorship, commitment to a vision
- LOB partnership with IT through effective governance
- Strategy and roadmap, linked to business strategy
- Establish early wins, measure and communicate success
- Broadcast best practices to maximize reuse, adhere to standards
- Continuous focus and commitment to data quality aligned with a Data Governance program
- Effective training programs to broaden and deepen skills
- Drive towards standardized software to improve efficiency
- Research new technology horizons, bring added value to the organization

Delivering program success



- New “how-to” books deliver expertise:
 - BI Strategy Book, BI on Cloud, BI IBM Redbooks®
- Proven practices, communities and workshops:
 - Champion and Business Analytics workshops
 - Innovation Center and Communities
 - Champion Kit, Blueprints
 - IBM developerWorks®, C^3 Blog
- Services and training:
 - Proven Practice workshops, Learning Assessment and User Adoption Services
 - Broader portfolio of self-paced training options
- Broader deployment options:
 - Expanded offering for IBM System z®
 - On IBM Compute Cloud





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