The Quest for Canada's Smartest IT

**Everything you need to get
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to celebrate success!**

Hi everyone and welcome to today's broadcast Unleash your Potential Business Insight for Everyone. I am James Alexander from the Info-Tech Research Group and I will be your host for today's session. You know we all use business intelligence in our organizations today, whether it's through a dedicated BI tool from our accounting systems or simply through an Excel spreadsheet. And in our research shows that organizations of all sizes are beginning to update their BI capability in order to drive value for their businesses by using BI to more effectively measure and manage within the organization. In today's session, we will explore these topics. First, my colleague Joel Martin from the Info-Tech Research Group is going to overview the critical steps organizations need to take when implementing a BI solution to make themselves more competitive and profitable in the marketplace. Then Dan Potter of IBM Cognos is going to talk about how through Cognos Express, IBM is making BI a reality for the mid market. After that, I will be joined by Ray Gingras of Everlink Payment Systems and Don Richardson of Acumetrics. The three of us will discuss Everlink's recent migration to Cognos Express and the benefits that's brought to their business. Finally it's your turn, we will open up the phone lines and our panel of experts will take your questions. I hope you enjoy today's broadcast.

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**Unleash your Potential
Business Insight for
Everyone**

Joel Martin: Hi my name is Joel Martin. I am the Business Intelligence Analyst and so I will be talking about Unleashing the Potential of your Business, Business Insight for Everyone. My presentation today we will talk about the use of business intelligence based on the research that we have done at Info-Tech and ongoing conversations with vendors, partners, and customers. In my presentation today, I am going to talk about what is business intelligence and how is it being used by organizations currently today and where do we see based on our research, it going in the future. I will provide a five-step process in this short webinar about how our research and my conversations with customers, partners, and vendors show that successful BI implementations can actually be deployed to meet the needs of your customers and the individual within the

organization. It's very important to realize that given the amount of investment that were made the business intelligence over the past 2 decades that we are really looking at a point where we are moving beyond just BIs reporting tool. And I caution companies that are looking at business intelligence to don't be caught by just thinking of business intelligence as a better way to drive through when it comes to reporting, it is very important to have a consolidated data set that looks at information that allows business managers in their regular meetings to come to the same conclusion about the state of the business, its sales, its performance today. But more importantly, where we are going now is using business as a planning tool. We want to get past just reporting and look at what's happening to the business but as businesses move back into a growth period, where can we go that allows us to compete more effectively, try better return on investment for our own use as well as for our customers. We want to focus on how BI helps us address market trends, customer needs, product planning and production planning. Executing on these will drive productivity and the efficiencies that will really help to see from business intelligence as it transcends and pulls information for our business processes. Step 1, as with any kind of BI implementation as with current implementations to try to mature, sustain, and drive forward, you need to deliver growth by understanding where does the data resides in your organization, data repositories, databases, data warehouses where are that core components of data that are essential to the type of business that you are in that handle or house all historics and the core information that your business really exists on. Collaborative sites, last decade sites of business intelligence, we have seen significant investments in tools like Microsoft SharePoint which provides collaborative basis for people to go work on, work together and share information across teams. What informations are in these collaborative sites that can be then pulled out and delivered to individuals? The applications themselves from customer relationship management, your financial and accounting applications, tiers, distribution and your supplier applications, where does information traverse the company in a very dynamic sense, how do you capture information as it's moving, so that you can make just in time decisions not, oh gee oh, I wish I would have done that in the past. Finally, productivity tools, what information lies in the desktop in terms of e-mail, office applications like Microsoft Excel? How do you get access to that information, how you manage and secure that information so you are providing the most up-to-date and useful information at the user level. And then finally, don't forget your people, what people have hidden away in their gray matters, incredibly important, they know the business process, they know how your customers think, you need to capture in ways that flow into that data, leverage the business processes and help your company execute. This is all the information, this is the data. Now you need to turn into knowledge. Step 2, once you have identified where the information resides, how do you then ensure that you are putting that in context of what the business is already doing? A common misconception is business intelligence pulls information and recalls the business into a silo that's then reported out. This is the wrong way to approach BI because it creates a very limited island. We need business intelligence these days to live in that

social aspect of information that's transcending from one side the customer ecosystem to the other side the partner ecosystem, so that it's living within the organizations, it's capturing real time information and putting it in context for the job that people are doing on a day-to-day nature and then their long-term tactical, practical, and strategic view of where the company needs to do and what they need to be doing tomorrow. It's very critical and only by using BI in context of the current business processes will you achieve the long term ROI Business Intelligence. Step 3, don't try to boil the ocean. You must prioritize and you must plan in order of importance. Many times, business intelligence reaches a successful phase when implementation. You are pulling reporting from all the different repositories that I talked about before and you are delivering reports to executives and team leaders about how they should be allocating resources, driving sales, engaging with their partner and customer communities. We are going to pass that we need to sit down with each individual business leader, we need to get them on board because business intelligence can do as far as moving to that next big step which is really empowering their individuals to use the information at hand to go forward. We also need to get their feedback on what people use that we are already providing versus what they are using on their own, what systems have they created within their own teams or even at their own individual level to execute. Leverage is best practices, document them because it probably will be able to be used in other parts of the organization. Step 3, don't boil the ocean. Companies are very complex, business users are very complex, people have their own agenda, departments have their own agenda. I think it's very critical and it's brought up by some of the discussions, I have had with some end users over the past couple of years. The most successful BI implementations have started by winnowing down how can an individual department deploy solution that meets the needs of its individual users and their jobs. This is really critical by really segmenting what are the mandatory features needed by operations versus finance versus manufacturing. Targeting those features at an individual level, this is critical here, you are looking at really not a one-to-many model, but a many-to-one, the many being all the state and information coming from multiple sites, multiple people in the organization and coming down to that one individual whether they are on the shelf floor or they are sitting in a corner office being able to execute on that based on the features they need as an individual. And then finally the niche features, the feedback loop we start seeing here. How do you monitor how information is being used in your organization to drive the outcomes that you desire? Turning insight into action is Step 4, it's really building on that last piece, how do people use those little nuggets of information that drive the most value in the organization. We found that organizations with a high fit BI had several key factors, one, they analyze and follow the demographic indicators of BI fit, how are people using this, where was it being applied, how is information being delivered to someone versus someone having to go look for information on a regular basis. As we all know through our daily lives, the more concise and easier it is to understand information delivered to us the most likely we are actually to act on it versus just having to take time out of our daily routines to go find those extra nuggets that

replenish kind of lot of long term strategic value which are very important, but it's really getting down to the actionable and practical components. The readiness indicator really comes down to training and building people. Now I am going to talk about that in my next slide, but it's really important here to start talking about how IT is readying the users with tools that they find useful and intuitive to use on their daily basis. Step 5, engage your users. It's critical for you to make sure that your users are using the tools that you provided. It's very important that you provide, done all the training to get them up to speed initially, but to train IT and business staff that are engaged that are monitoring what's going on that are looking out for ways to improve it. It is also important to note that BI is not a do-it-yourself task necessarily, it's very complex. Sometimes it's very nice to have a partner come in with outside experience, leveraging best practices that they have learned from many tools for other companies, but they won't understand your business process as well as potentially you do, but they will understand the technology and hopefully based on their experience, they will be able to help you execute in a very seamless fashion. Leverage is a functionality of BI based on how your users need to use it, it's very nice to have a billion different features in business intelligence, but typically people wean it down to looking at things that make the most sense to them at a given time. Looking initially at reports what's going on, but then be able to turn those reports into action. What do I see happening with my customers in my marketplace with my competitors allowing to move forward? Then it's important for the IT departments to continue to monitor this, cleansing this data, taking feedback loops, hoping to improve the data how it's stored, how it's applied will be really critical. This is done through continuous feedback loops with end users, all the way back to looking how databases are changing, how people are reorganizing the data within the systems. In summary, plan to work and work to plan, regardless of where you are in your BI implementation. It's critical to take a phased approach to BI. Understand where the data resides; understand how the organization is using it then isolate which parts of the organization are based fit to use it today whether that's a technology, human resource, or combination thereof, identify where you can get the business support and do a phased approach that you can build on your successes. Leverage the business and their insight. Find how people are using information and making decisions today. Yes a lot of people make gut decisions. Why do they do that? Typically people who make good gut decisions actually have a lot of information behind that decision in one form or another. A lot of times information is currently living outside of the data systems, but it's living within the business process and the customer ecosystem feedbacks. How do you tie into that? What's going on there? Then finally allocate staff. It's very important in the context of tying you know gathering of insight, turning it into knowledge that you have people dedicated on the business side and the IT side to look at that information, to analyze what's going on, and then provide their own guidance of how it can be improved. And with that, I'd like to close my presentation. Thank you very much. Have a great day.

Dan Potter: Thanks Joel. My name is Dan Potter. I am with IBM Cognos. And this morning, I would like to share with you a little bit about some of the challenges that we see in the mid-market as it relates to business intelligence and planning. About two years ago, we set out to really look at what the needs were for the mid-market and there were some very distinct challenges in the mid-market. As you might know IBM Cognos has been selling successfully to mid-market companies for some time, but there was a large portion in the mid-market that were having challenges adopting business intelligence and we really wanted to understand what they were doing, what the challenges were, and how we could overcome that to really bring BI to the masses. We take a look at this slide and see what a typical mid-market organization looks like today. Disparate silos of information throughout the organization, not unlike a large organization. People are pulling information into Excel spreadsheets and creating their own small spread marks, little data marks, pulling information at inconsistent times, and you have got these silos throughout the organization of different information. And then from that information analysis is being conducted with Excel often times using again different information, different calculations to arrive at different analysis, a lot more gut feel decision making. In fact this is very interesting, an Accenture study showed that 47% of employees have no confidence in the data and about 42% of senior managers are using the wrong information to make important business decisions. So there is real pain out there and a lot of times the decisions that they are making are based on that information. And finally bringing it back to, once I have made a decision, bringing that back to action and little plans and aligning the right resources to take action. What we often find is that there is a disconnected planning cycle. Cycles are largely based again on Excel being sent through e-mail, you have got manual processes involved. You have got time delays you know to do a planning cycle quickly is very-very difficult in this environment. So these really are some of the pains that we have seen consistently in the mid-market. And really what's required is first getting a hold of your data and bringing it all together in one trusted way so that people are going from raw data and disconnected silos of data to deriving real information from that. So that's really the first step, getting a hold of the data, presenting it to users in a business-friendly context, trusted information, and then presenting it to them in a way that's easily digestible. So things like dashboards and scorecards and reports, really that's the first step. And that is really designed to answer the business question how are we doing. The second step is really to take that information and derive real insight from that. And answer the question well why, so the ability to take information and to analyze it to slice and dice information, to look for root cause, to be able to identify opportunities for growth, areas that you can cut costs. So this insight is critical. And again you want to base it on that same trusted set of information and derive the insight and make good decisions based on real information, not gut feel. And finally bringing it all home, you have now uncovered the insight that you need to run your business more effectively, how do you bring that to action to make it actionable information. And this is really the missing link that we have seen, particularly in the mid-market is that

critical link from insight to action. So the action step is aligning the right resources to capitalize on that new market opportunity or to effectively cut cost and understand what the impact is going to be to the organization to be able to do the "what if" scenario modeling to understand the impact before you take action. And then when you take action having that interconnected systems so you get all this same information being used for reporting, for analysis and for planning. So it's a closed loop system. So you can really track, measure, and monitor how you are doing based on the decisions that you have made and the actions that you are taking to capitalize on those new opportunities. So that's really what we see is critical. Again, it's not just about pretty dashboards or reports but it's really bringing business intelligence and planning, budgeting, and forecasting together for the first time to make smarter decisions to have the insight that you need and to take action. The other thing that we saw that was very interesting was that year after year you see mid-market CIOs say that business intelligence is a top priority and it's been consistent for years. But yet, about 35% of mid-sized organizations actually have a BI strategy, a toolset, a system for managing the information and so there is a big gap there and we really wanted to understand why the gap. If 70% of mid-market CIOs said this is the top priority but yet only 35 have implemented what are the gaps and how do we overcome that. Well we see there are three main gaps. The first is around cost and budget. Mid-sized organizations, particularly in the last few years, have had significant cost constraints, so we need to provide a solution that can meet those budgets. Second, a system that's going to be implemented cannot disrupt the current operations. So it needs to be able to plug into existing infrastructure seamlessly to be able to roll out in a way that users will adopt it and embrace it and actually use it. And really the third big barrier, it's really the IT barrier of experience, mid-sized organizations have small IT staffs, they may not posses experience in business intelligence for planning or have the skills and resources so a solution really needs to address the two things, the capabilities to align the insight to action and second, to overcome these major barriers that have been the impediments for mid-sized organizations to move to such a system. In last September we launched IBM Cognos Express, and Cognos Express is really a breakthrough in the market. For the first time we have brought together reporting analysis and planning in one single integrated solution, and it's purpose-built packaged and priced for mid-sized organizations. And we have taken the approach of taking the best of proven off-the-shelf technology from IBM Cognos. So some of the key business intelligence, the reporting tools, the analysis tools, and the underlying analytic engine with Cognos TM1, so we have taken the proven assets, but spent an awful lot of time streamlining, simplifying and augmenting the capabilities to really address those mid-market barriers. So again from a capabilities perspective, you know supporting the move from information to insight, to action so providing this full breadth of capabilities in one single integrated solution and importantly overcoming those barriers that we talked about. So with Cognos Express, we really made it easy to install, it needs to be easy for an IT organization to embrace this, to install it, configure it, to run it, to operate it, so we have pre-configured the solution to provide everything that

is required for simple download and deploy. The ease of use is critical, particularly for business users, you want to make it very easy for a business user to be self-sufficient, to be able to get at the information in a consistent way, to have it presented in a business context, to provide the tools and interfaces that they know and love. So things like Microsoft Excel which is a very-very powerful tool and your financial and operational analysts love it., but to empower Excel, keep the Excel interface but underpin it with a trusted source of information and consistency in how the information is accessed, the calculations, the rules, the hierarchies so to really embrace and transform tools like Excel. And also provide a simply web based interface for reporting, for ad hoc queries and for analysis, and finally that big barrier which is the cost. With Cognos Express we have really focused on making it easy to buy so we have taken an approach, a modular approach so that you can have this big vision, think big, but start small, pick up particular project and pain-point. You may have a very simple reporting pain today so you can buy just the reporting sheets as you need, just the capabilities that you need and scale it up over time, and that's really-really important. Our whole merger with Express again is think big and start small. And we really want mid-sized organizations to understand the value of bringing together the business intelligence and the planning. And you will see one of the videos in Craig's Chronicles is Blue Mountain, and Blue Mountain has been an IBM Cognos customer for some time. They are mid-sized organization and if you look at the success that they have had, they have really been a model for bringing together the planning in BI. And the quantitative return on investment for Blue Mountain has just been staggering. Last year they won an award based on their ROI. They had to payback in one month and an ROI of over 1,800%. So again, if you look at the blueprint for success in the mid-market it's really bringing together the reporting analysis and planning in one single integrated solution, having a big vision but starting small. And you can start anywhere, pick a project that there is real pain and that there is support for within the organization at the senior level, solve that pain and then start to scale up over time. And having a solution like Cognos Express really supports that. It enables you to buy just the pieces that you need and scale it up over time. So we really think that this approach to think big but start small is a smart approach for mid-sized organizations. And with that I would like to pass it back to James.

James Alexander: Thanks Dan and welcome back everyone. Right now I am joined by Ray Gingras of Everlink Payment Systems and Don Richardson from Accumetrics, the solution provider who helped with the Cognos Express implementation, welcome gentlemen.

Ray Gingras: Well good morning.

Don Richardson: Good morning.

James Alexander: So Ray let's start with you. Tell us a little bit about Everlink Payment Systems and what you do there, and how the organization works.

Ray Gingras: Okay. Well I am the VP of Operation at Everlink. Everlink is a transaction processing system for ATM/POS and all kind of financial solution services for the Canadian market, typically the smaller institutions and the credit union.

James Alexander: So I am guessing what you do for your customers is mission critical.

Ray Gingras: Yes absolutely, so we run a 7x24 operation so we have a non-stop operation that essentially is mission critical. We can't go down. We have very-very tight service levels that we have to provide to our clients.

James Alexander: And how big is the organization, how large is the IT function within it?

Ray Gingras: Yes we have, to begin with we started towards a service excellence that we are trying to provide to our client. We are committed to the ITIL framework and to that extent in order to enhance and grow our business well first step is to really be in a position to measure where you are. And in that respect we have identified several areas that we had gaps or challenges in getting the right data and be in position to make the decision based on the real facts there were a lot of cases where amongst our functional teams we come to the table with different sets of data or different approach and then we probably spend a little more time than we should trying to figure out what's the right set of data to make a decision upon that. So therefore we were really looking for a way to solve these issues and get timely reaction because all the time we wasted in not having the right data at our fingertips is impacting our ability to react to the speed of the market.

James Alexander: So Don I would like to bring you into the discussion now. You obviously see a lot of situations similar to the one you saw at Everlink. What was your analysis of the business issues when you first took a look at the situation there?

Don Richardson: When we met with Ray and his team at Everlink, in addition to needing better reporting capabilities to see where they are at, they also described the need to realign resources or redeploy resources around critical issues within the business and delivering their services. So it was a combination of what would typically be called a pure BI solution from reporting and dashboards but also a planning capability. so be able to look at where they are now and make adjustments to the resources within the project management framework at Everlink.

James Alexander: Okay. So then Don why Cognos Express?

Don Richardson: With Cognos Express it offers that integrated solution that provides the Business Intelligence reporting. It also has the planning capabilities all rolled into a single product. Being launched back in September, it was ideal for a mid-size company such as Everlink. Also, it provided the ability to deploy it in phases that matched their business needs. So we can focus on the BI part at the beginning and then the second phase will include some of the project planning and resource realignment solutions that we are looking for.

James Alexander: Dan, talked earlier about thinking big but starting small. Is that the value that Cognos Express brings to the market that perhaps other products don't?

Don Richardson: Yeah actually that's a perfect way to encapsulate how Cognos Express matched Everlinks needs. They needed a BI solution first that's phase 1, the planning solution is from a priority base second but vital and now we are also looking at the analytics. And with the Cognos Express product we can facilitate the deployment actually along those lines. We can start with the BI part, we can bring in the planning, we can then take that planning data and roll it into the BI solutions and now not only will they see where they are at, where are they planning to be and then down the road we will be folding in the analytics part with the advisor components.

James Alexander: And I suppose for a small or mid-size organization the fact that they don't have to turn on all the capability at once is a more cost effective implementation strategy.

Don Richardson: Yeah. So aligning cost with the business needs is part of it. But also with Cognos Express they have the enterprise technology so it isn't a scaled down solution, it's just been bundled to provide mid-size companies the ability to do just that is take that enterprise technology, deploy it in phases that match their business needs and align your cost with the benefits.

James Alexander: So Ray, when you implement a BI solution in an organization like Everlink, there are some fundamental changes that have to occur in process and in the way that staff work. How did you enlist the support of the various stakeholders as you moved into this implementation?

Ray Gingras: Well we were all confronted with a challenge, we all were in agreement that we had a challenge in accessing data timely and be in position to make the right decision. So from that perspective it was a well recognized issue that we have. Now obviously we are all very busy with what we do and there is always this fear that you may get bogged down introducing something, that you may be impacting your ability to continue to do your work so there is little fear there. And back to the point of starting small and thinking big, absolutely, this was the fundamental point there that going into this, the buy in was well let's start with a small win somewhere and then let's grow. And what's the best place to

start, we have all had to look at where our biggest challenge and the biggest payback and visibility would be. So, from that perspective, the buy in obviously looking at the cost, we had to look at all of the various alternatives and looking at the opportunity and capability of the Cognos Suite really was in some respect beyond what we had initially we were going for. So that makes that component very attractive and of course then it goes back to let's get a quick win and really convince ourselves with this we made the right decision.

James Alexander: Obviously then involved training for your staff and training throughout the organization; how did you tackle that one?

Ray Gingras: That's a very good question. Again this was a big question mark how we would be able to tackle this piece. The way we started it, we started small, we had a small team with some of the expertise and with the professional services from Accumetrics, they brought to the table some expertise that really helped us and they even brought some flexibility to how to approach because obviously for us it's new, we are not quite sure how to go about. We kind of have in mind where we are trying to get but how to get there is not so straightforward. So the flexibility they brought in to tackle certain piece upfront and by phase allowed us to bring staff, the right staff at the right time to get them exposed to this so that we have a core team that spends time here and there when it's required and work on the tools with the help of Accumetrics which eventually then brought us to a certain level and say now time is to bring the lower level users to the table for training. So it turned out to be a pleasant exercise because the training was actually phased in as part of the implementation so it was like a real life scenario like you are not just trained on the product but you actually say here is how you are going to do it then you can practice on this.

James Alexander: So Don, you do this for a lot of organizations; what are some of the best practices you see in terms of training?

Don Richardson: Similar to the deployment of the software and then doing that in phases, we like to approach training in the same way and we work on a knowledge transfer sort of methodology if you will. To sit in a classroom and get a lot of training can be very useful if you have a large organization but with small teams it's quite frankly a bit more effective to do a bit of sort of one-on-one or one on a couple of people. And we like to focus on the power user skills first to develop some of the solution and the requirements, roll out the solution and then train the users on that solution. So, in addition to learning the software, they are familiar with the data that they are going to be working with going forward and then they have the confidence so they know how to use these tools and they have learned how to access their business information to get at what's important for them.

James Alexander: So Ray, I realize you are not fully implemented yet, you are kind of through phase 1 though. I am wondering what some of the benefits you

have seen for the organization in very practical terms and maybe even some of the benefits that you see coming that you might not have anticipated previously.

Ray Gingras: Well the very first benefit is I would say the timing of getting access to the data wherein we have experienced in the past like you are looking for a certain set of data, it would take a little more work to have that at your fingertips. So the time saving is one of the key element that was observed. In addition to that, it's actually the accuracy of the data because as I mentioned earlier, well we quite often spend time debating among ourselves the data we are looking at where it's coming from and how it was put in place and whether it's the right data. Well now part of the implementation with the data source is assessed from the source so that we know it's accurate so therefore there is no more debate. So the accuracy is there and we can react timely and we can actually drill down to whatever level we need to which again in the past from the time you look at one set of data typically would drive more question. Well now, we have the ability to drill down to the level you need instantly so that's quite a benefit. With respect to what benefit, well in going through the implementation we have actually identified several areas that we never thought we could actually be in position to do so now users are coming to the table that say gees maybe now we can actually access certain things in the reality, I say absolutely. So we see benefit that we didn't think we would be able to do and now we have that capability that we see upfront. Now of course once there are certain viewed at, we should rush to get that done but at the same time we have got to make sure that we get the foundation solid and then we move forward. So we have identified several areas that we can leverage as we move forward.

James Alexander: So I understand that you have been able to now approve where and when you are meeting your contractual obligations but it's also from what we discussed yesterday, it seems that it's also enabled you to point out perhaps some deficiencies in the business processes that some of the other partners have.

Ray Gingras: Well yes. As you have the data, we have identified well sometimes you realize that the adverse inconsistencies in the data that you were looking at and it allows you to I guess now identify that it was some process beyond and how that data was being populated that a process was being followed. Or even at time to realize that the responsibility and ownership might have been at a wrong place so now you can actually see from the data flow, process flow, that there are some adjustments that need to be made as a result of that so that you have the accountability and responsibility in the right place.

James Alexander: So, in your business, your part of a value chain for your customers that includes the financial institution, that includes yourselves, the people who provide the ATMs, the people who service them and fill them with money. How has this solution enabled you to get some of the processes in that value chain improved?

Ray Gingras: When the clients have reviewed their reports that we provide them with, there is time where they may have question in determining where some of the issues or service may not have been met. What we have identified or now we have the ability to have more accurate report extracting from the right data point as opposed to trigger on some of the manual entry that we had in the past which sort of invalidated the report to the clients. So the clients once you explain a scenario why in this particular case the report didn't look good, when you have to identify that it was due to manual procedure, entry that was not captured properly, that sort of invalidates the report a little bit so now we are much better equipped to say we have got a rock solid report. So whatever it says, it's backed up.

James Alexander: So the right data enables you to make the right decisions and in a complex ecosystem like yours and probably like all businesses are operating in today, that's important. Is that kind of a feature that a BI can bring to various organizations?

Don Richardson: Absolutely. It is one of the fundamental value propositions of a Business Intelligent Solution is to take that data and at a summary level present it so that you can identify where your areas of concern are and then be able to drill down and understand what's driving that performance whether it's a positive performance that you want to repeat or a negative performance that you need to fix. I think in the case of Everlink, some of the other value that they are seeing is the ability to identify when that outage is not the fault of Everlink so that it doesn't come back on them from a service provider service level agreement sort of situation.

James Alexander: So Ray, now you have been through this implementation once, Don, you have been through it more than once and I want to ask you both for the benefit of our viewers, if you have one piece of advice you can give folks who are looking to implement a BI Solution from your experience, what would that piece of advice be?

Ray Gingras: Well, I would say even though you may have a tendency to get excited about where you can go, you need to start small so that you can achieve a quick win and make sure that you put a discipline in place to say yes, we can just add on more things to do but we will keep it for later so that you can focus on the initial goal that you have to reach this quick win. And with that in mind, with that approach, you definitely increase your chance to get that quick success as quickly as possible without getting distracted and mixed up in the overall effort that you were undertaking.

Don Richardson: Now, I would repeat a little bit of what Ray has said in terms of defining that scope of the initial solution that you have at every company a number of opportunities but which one is the priority and focus on resolving that

or bringing value to that. In addition is, with Everlink, we have been dealing with the business from day 1. It has not been an IT project and our most successful clients are the ones where the business is involved in the whole process from day 1 through to the finish and relying on IT for support as opposed to IT for direction.

James Alexander: Great, thanks very much. Now ladies and gentlemen, it's your turn. We are going to open up the phone lines and take your questions. On the screen in front of you, you will see a textbox where you can enter your questions and we will be happy to answer them. We will now move to our full panel discussion.

(Music)