Rexel UK – Putting BI In Motion
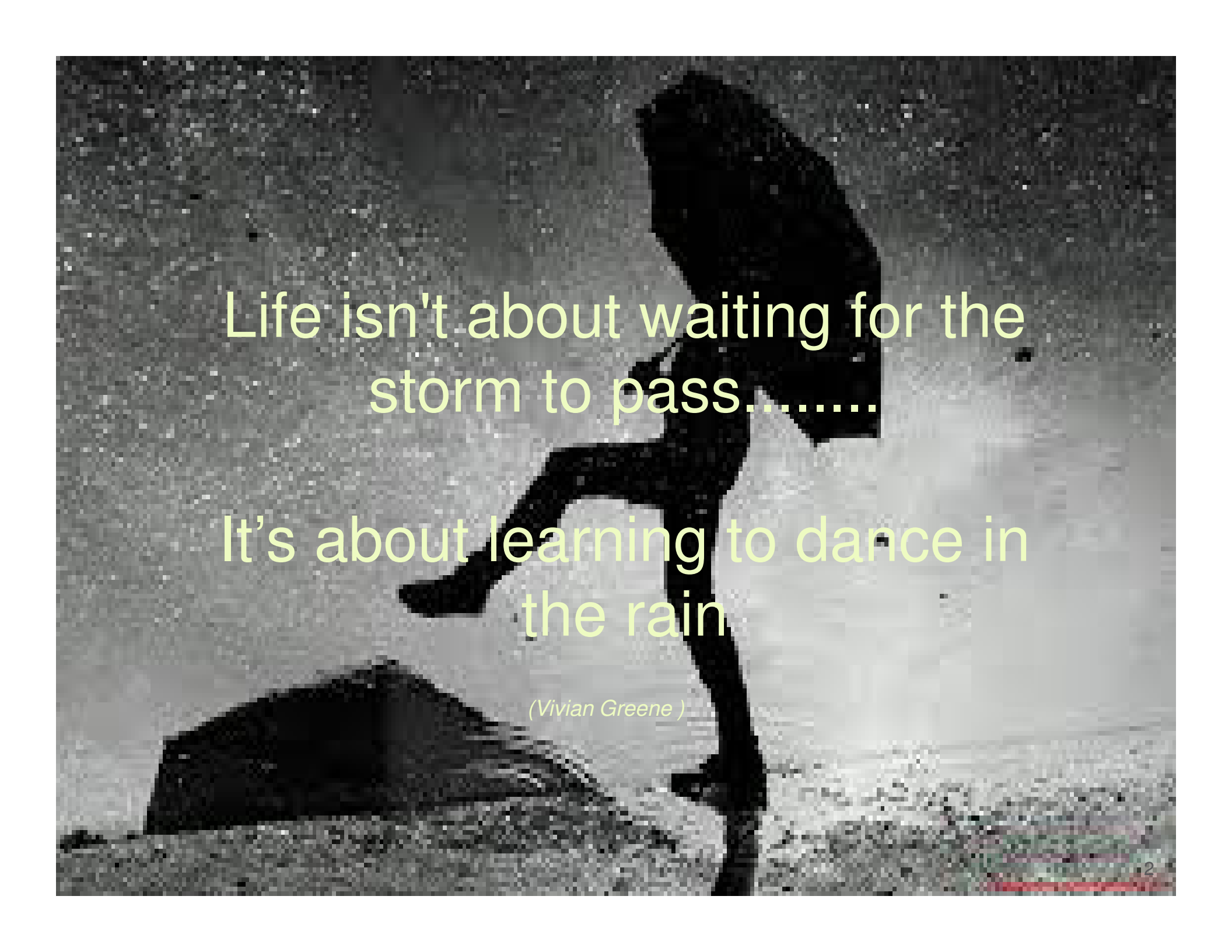
Simon Short

Head of Business Intelligence

– Rexel Northern Europe

Life isn't about waiting for the storm to pass........

It's about learning to dance in the rain

(Vivian Greene)

REXEL - Organisation Background

- **GLOBAL ORGANISATION – TURNOVER +€13bn**

- **BUSINESS to BUSINESS DISTRIBUTOR OF ELECTRICAL, INDUSTRIAL AND RENEWABLE SUPPLIES**

- **ENERGY IN MOTION STRATEGY**
  - **CUSTOMER CENTRIC**
  - **GREATER STAKEHOLDER VALUE: CUSTOMER, SUPPLIERS, EMPLOYEES, INVESTORS**

- **UK +3500 EMPLOYEES**

- **UK +£1BN**

- **UK BANNERS**
  - **NEWEY & EYRE**
  - **WF SENATE**
  - **DENMANS**
  - **PARKER MERCHANTING**
  - **WILTS ELECTRICAL**
  - **REXEL Energy Solutions**

Key Messages & Considerations

- 100,000's of Products
- 100,000's of Customers
- WHOLESALE
- Different Regions/Profiles/Brands/Pricing, 500 Branches
- Constant business change and focus to the market
- Disparate un-connected systems, range of ERP's & reporting solutions
- No deep insight nor consistency of reporting at Centres
- 20,000 + reports
- 100's ad-hoc report writers, downloaders
- Multiple versions of the truth
- IT centric and unstructured ETL, different and unsupported methodologies
- Reactive BI
- Finance focussed reporting
- Capacity, Infrastructure, Versions . . . .

The Plan

- **Break the bad BI habits**
- **Secure Management support**
- **Requirements analysis and better approach**
- **Training and Skills development**
- **Build a better foundation for BI**
- **Take it to new levels**
- **Better partner and business collaboration**
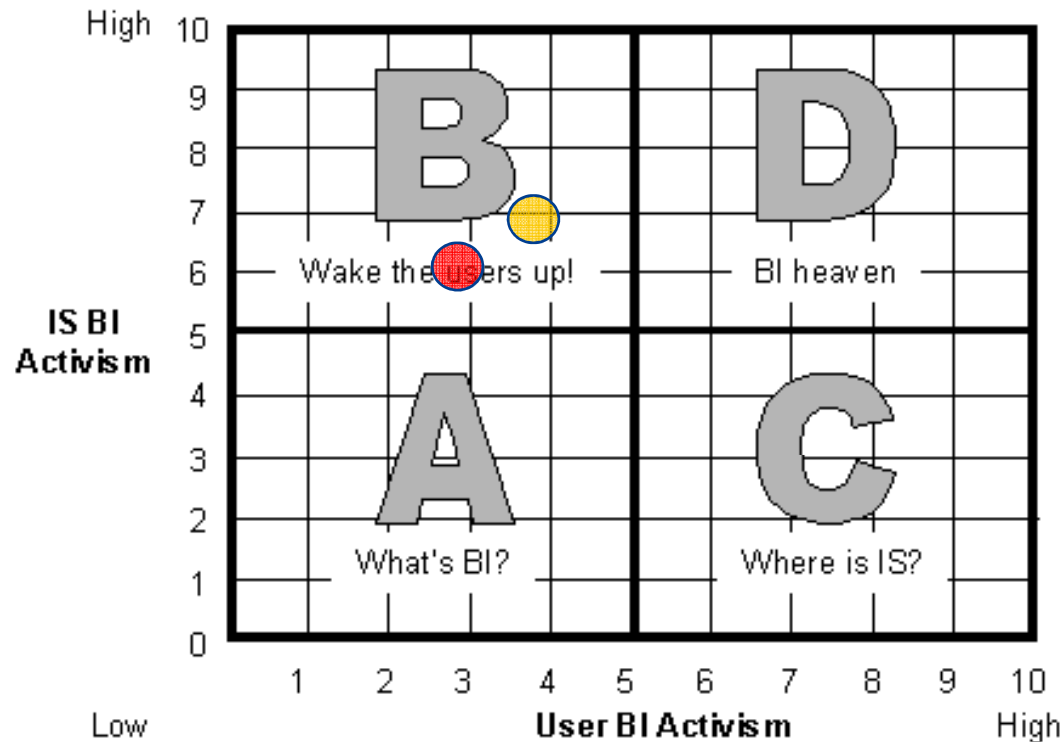- **Better anticipation**

- **CLEAN SLATE**

The Opportunity

- **1 version, 1 way, 1 direction, 1 strategy**
- **Exploit the Capabilities**
- **Understand where we are, where we want to be, and WHY**
- **Create the Strategy**
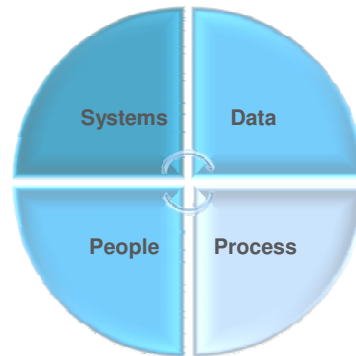
- **SUPPORT and SPONSORSHIP – Board Room, VP**
- **Be the Marketeer, know the Business**
- **INNOVATION and PROACTIVITY**
- **Assess the SKILL**

BI Readiness – How do you get High Level Support

High 10

9

8

7

6 — Wake the users up!

IS BI Activism 5

4

3

A

2

1 What's BI?

0

1 2 3 4 5 6 7 8 9 10

Low

User BI Activism High

B D

C Where is IS?

BI heaven

BI business intelligence
IS information systems

Source: Gartner

Assess why this situation exists and why the IS organization "lost the users somewhere down the road."

Attempt to make the connection between BI and strategic business objectives.

Execute small pilot projects to raise awareness among senior executives.

Seek out a high-level sponsor who understands the value of BI.

If no progress is made, dare to stop.

Strategic Support

- **Changing the Business**
  - *Aim to transform the way the business works*

- **People not Technology**
  - *People skills make or break BI*

- **Process Not Project**
  - *Aligned with Business Process*

- **Value not Cost**
  - *Aligned with Business Goals . . . .WHY*

- **Insight not Data**
  - *Trust*

- **Flexible pragmatism not Rigid Process**
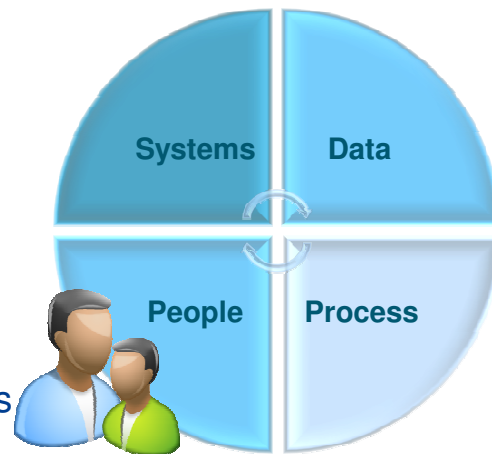 - *Agile*

STAY INFORMED AND USE RBI

Evangelize

The Strategy and Outcome

- Best Practice
- Technical collaboration
- Resilience & Planning
- Supported

- BI Team: KSA
- Virtual Team
- Specialists & Trainers
- Process Owners
- External
- BICC

- Best Practice
- 3 AM Test
- Report Dictionary
- Conformed
- Process Ownership
- Functional

- Governance
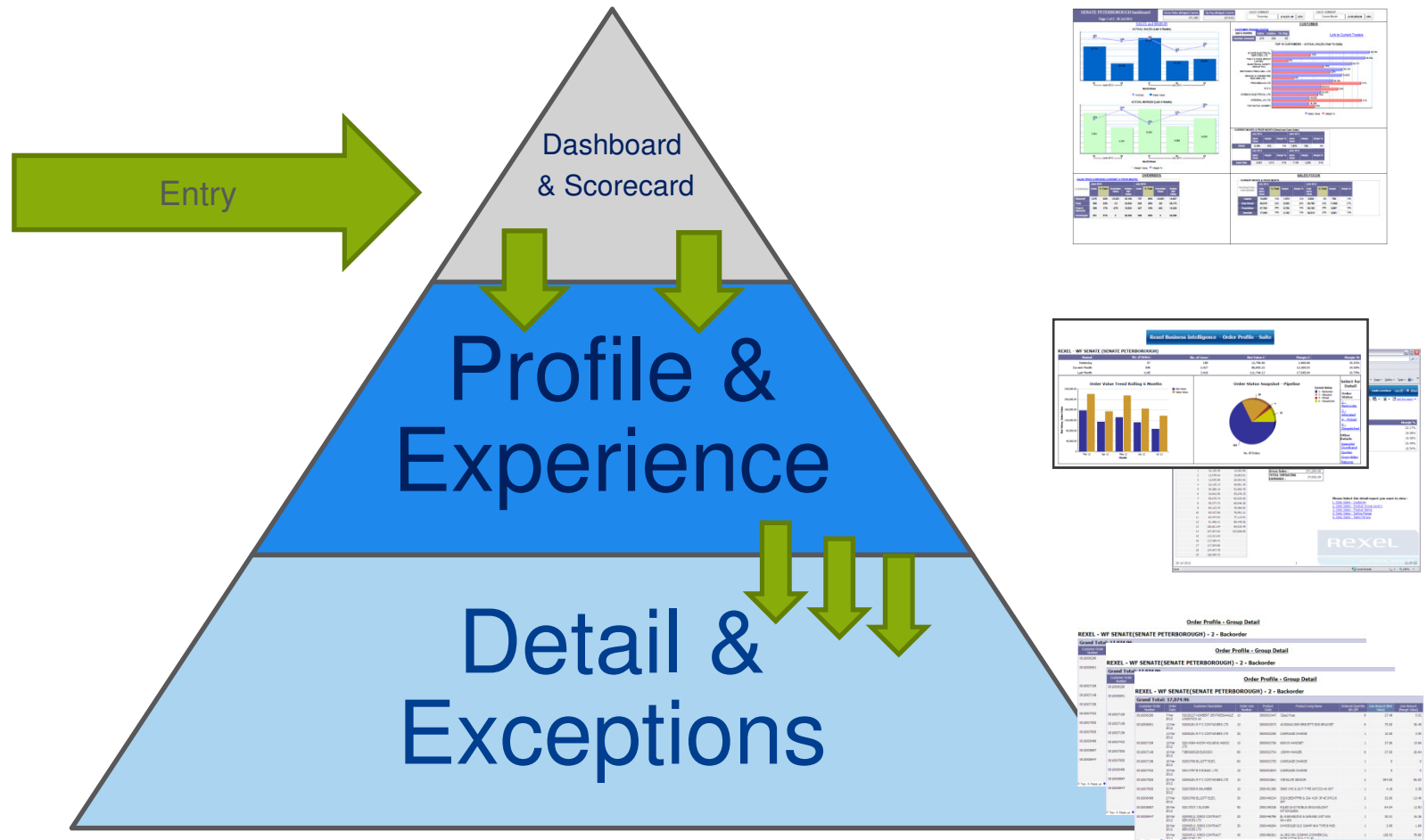- Communicate
- User set up
- Reporting Principles
- BI Framework

Systems | **Data**

People | **Process**

Specify → Design → Build → Implement → Recycle

"Co-ordinating ad hoc development in this way is very efficient: it ensures that numbers can be trusted and that duplication of effort is minimised"

Paul Parker – CIO, Rexel Northern Europe

Principle of Reporting

Trust

Entry →

Dashboard & Scorecard

Profile & Experience

Detail & Exceptions

•*5 out of 4 people don't believe business statistics*

Lessons Learned

- Get in the Business – regularly

- Make friends and motivate

- Virtual Team – trust, minimise duplication

- Know exactly what's going on in BI and communicate it

- Prioritise via Higher channels

- Learn something new

- Meet not mail, sell it

- Say NO in a positive way

- Keep the business up to date, let the business do the work

- Challenge . . . . . WHY?

- BI is not always the solution

- Don't assume

- AUDIT

- CHANGE IS NOT EASY

RBI MESSAGE CENTRE

News: 06/11/12 - New Outstanding PO Report for Branches

See "Supply Chain > Procurement and Inventory"

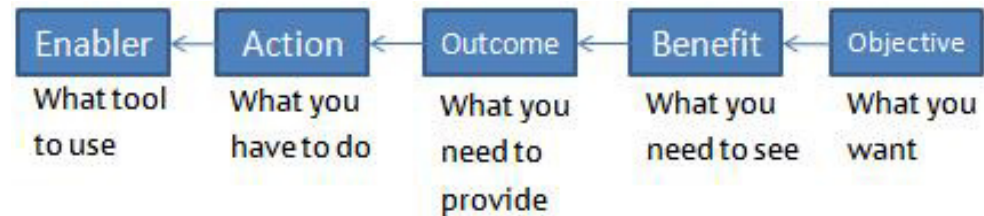Kerridge Legacy Sales now in RBI at Customer level

Benefits

- **Highly skilled BI Team: 0% Staff turnover in 2 years**
- **Speed to Deploy**
- **Single Version of the Truth, 3 clicks: At a Glance Dashboards**
- **Information readiness**
- **Less duplication and better re-use**
- **Improved communication**
- **Less administration; wider and deeper coverage**
- **Wider understanding of BI process and pipeline**
- **BI has a face**
- **Managing the change**
  - 50% of the requirements are going to change within the first 8 months to 1 year
  - Be prepared for change – and set management expectations accordingly
  - Managing these inevitable changes requires a flexible infrastructure and framework

BICC takeaway

- Step 1: Determine the current state of BI
- Step 2: Identify the needs
- Step 3: Determine the scope
- Step 4: Select the right people
- Step 5: Build internal awareness
- Step 6: Communicate the success
- Step 7: Manage the growth and benefits
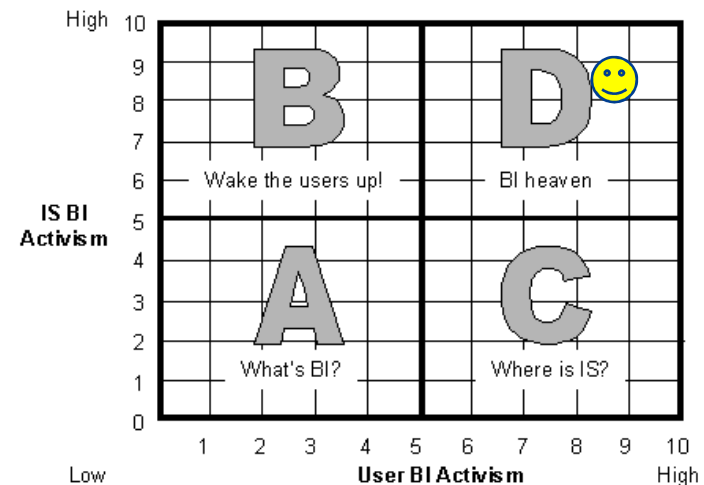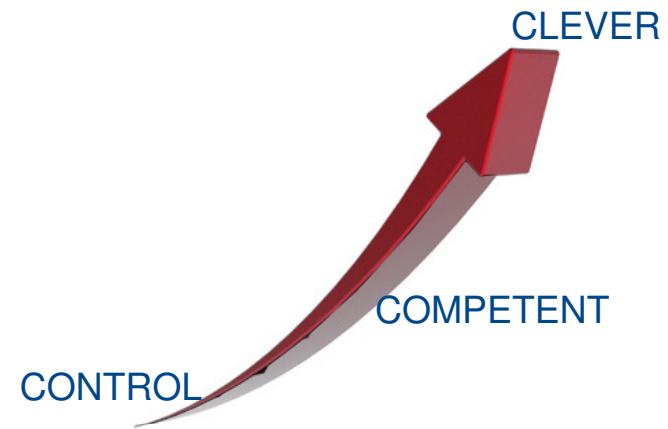- Step 8: Don't close the door

Enabler ←	Action ←	Outcome ←	Benefit ←	Objective
What tool to use	What you have to do	What you need to provide	What you need to see	What you want

Future Plans

TM1

- **Continued rollout of Budgeting tool in NE**
- **Rebate analysis**
- **Pricing analytics**

BI

- **Continued improvement**
- **Upgrade to DataStage**
- **DoubleTake**
- **Mobile**
- **Customer access**
- **Keep the passion alive**
- **Continue the journey**
- **MAINTAIN THE POSITION**

CLEVER

COMPETENT

CONTROL

Source: Gartner

BI business intelligence
IS information systems

"Without engagement, there's a risk that todays solutions will become tomorrows problems"

(Dr John McManus)
Senior Lecturer in Strategic Management
Staffordshire University

THANK YOU

APPENDIX 1

IS ACTIVISM
1. IS understands the need for, and potential of, BI.
2. It has the required skills and resources.
3. It is taking responsibility for setting up a data warehouse infrastructure.
4. It acts as a catalyst for process improvement in the enterprise.
5. It is respected within the enterprise and has a history of success.

BI ACTIVISM
1. Business users understand the need for, and potential of, BI.
2. They have a history of funding and championing IT initiatives.
3. They drive IS to deploy new technology.
4. They seek an active partnership from IS organization.
5. The business user community is willing to participate in the technology selection and deployment process.

Customer case study: Avon & Somerset Constabulary
- Sean Price, Head of Performance & Process Improvement

"Hindsight to Foresight: Predictive Analytics in Avon & Somerset Constabulary"

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Business Analytics Live 2014