

Gartner Business Intelligence & Information Management Summit 2014



24 – 25 February | Hilton Hotel, Sydney, Australia | gartner.com/ap/bi

The Future of Your Business:
Transparent, Decisive, Personalized

Trip Report

The Gartner Business Intelligence & Information Management Summit 2014 was held on 24 – 25 February at the Hilton Hotel in Sydney, Australia. This report summarizes and provides highlights from the event.

Overview

Now that we can crunch billions of rows of data, integrate diverse data sources at the push of a button, extract entity relationships from documents, and assimilate millions of events into a rules engine, what can we do differently? How will business change as a result?

The trend toward transparency — the willingness and ability to share more and better information with customers, partners and employees — has opened up entirely new markets for information. In addition to improving relationships, today's business information has the potential to generate new revenue streams for organizations willing to share their analytics with the wider world, such as trusted industry-data aggregators.

At the same time, leading-edge analytics are empowering BI to influence decision-making at both the business and operational levels. The latest analytics can be used to automate or semi-automate the thousands of daily operational decisions made throughout an organization, improving performance at the level of the individual. Improved precision makes it possible to fine-tune performance management and business decisions, while advanced analytic capabilities can deliver dramatically more timely, precise and personalized interactions with customers, improving service and efficiency as well as customer satisfaction.

This year's agenda for Gartner Business Intelligence & Information Management Summit was built around the theme, "The Future of Your Business: Transparent, Decisive, Personalized" and explored how to apply new BI, analytics and information management practices and technologies to the business to improve performance management, generate new revenue and drive progress toward business goals. Delegates learned how to tap the full business potential of these new approaches and what it takes to implement them successfully. From BI fundamentals to embracing new technologies—including organizational change, essential new skills and roles, the latest best practices and what it takes to lead the way—the event covered everything delegates needed to know to seize the opportunities ahead.

Save the date

The Gartner Business Intelligence & Information Management Summit 2015 will take place **23 – 24 February 2015, at the Hilton Hotel in Sydney**. Be sure to bookmark the website, gartner.com/ap/bi, and check back for 2015 conference updates.

The audience

The Summit attracted over 480 attendees from Australia, New Zealand and Asia Pacific. There was a cross industry representation with major segments from government and public sector, followed by financial services, telecoms, and manufacturing.

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Gartner Keynote: The Future of Your Business: Transparent, Decisive, Personalized

Courtesy of ZDNet

Ian Bertram, Frank Buytendijk, Lisa Kart

Tesco and Netflix were some companies listed off by Gartner that are taking advantage of analytics to help with their business operation decisions. Gartner managing vice president, Ian Bertram said the magic is happening within business models using analytics, noting that organizations that treat information as an asset are significantly rewarded from a budget perspective through to becoming market leaders. Bertram also said that by 2015, data currently known as “big data” will just be “data as usual”, and it will come from wearable devices.

On the other hand, Gartner vice president of research Frank Buytendijk warned that businesses need to understand the challenges involved with big data. The top three challenges that organizations face when it comes to big data, according to Gartner, are: a) knowing how to get value from it (56%), b) defining strategy (41%), and c) obtaining skills (34%). Buytendijk also said that it's important for businesses to stay in control of the technology they use to analyze data, before crossing the “creepy line” of invading consumers' privacy.

Gartner research director Lisa Kart said that while the future of making business decisions using data is not black and white, there are benefits. It can lead to more flexibility, better results, and greater conversations, especially when there is transparency and the data is shared across a business. “Just don't go overboard, and make sure there's an escalation process in the case of the analysis the computer makes; make sure there's a manual override, and know when to pull the plug on technology,” she warned.

GARTNER PREDICTS: BY 2020, CONSUMER DATA COLLECTED FROM WEARABLE DEVICES WILL DRIVE 5% OF SALES FROM GLOBAL ENTERPRISES.

GARTNER PREDICTS: BY 2016, 25% OF NEW BUSINESS ANALYTICS (BA) DEPLOYMENTS WILL BE IN THE FORM OF SUBSCRIPTION TO CLOUD BA SERVICES, INCLUDING BUSINESS ANALYTICS PLATFORM AS A SERVICE (BAPAAS) AND BASAAS.

GARTNER PREDICTS: THROUGH 2016, 25% OF ORGANIZATIONS USING CONSUMER DATA WILL FACE REPUTATIONAL DAMAGE DUE TO INADEQUATE UNDERSTANDING OF INFORMATION TRUST ISSUES.

How Coopers Brewery Uses Information to Compete with the World's Brewing Giants

Courtesy of Lifehacker.com

Glenn Cooper, Executive Chairman and Marketing Director, Coopers Brewery

These days, if you want to organize a get together in a brewery, you might have to walk a long way to find enough employees to join in. The newest production line at Australian brewery Coopers is highly computerized and can produce 23 bottles a second, but requires just four staff to run.

Coopers chairman and marketing director Glenn Cooper explained that automation and data tracking were crucial to remain competitive, especially in an industry where the biggest local players are owned by international companies. While it is the largest Australian-owned brewery in operation, Coopers commands just 4.5 per cent of the Australian beer market. (A takeover attempt by Lion Nathan in 2005 failed in part because of Coopers' unusual share structure, where only descendants of the original founder can hold shares.)



Ian Bertram
Managing VP, Gartner



Frank Buytendijk
Research VP, Gartner



Lisa Kart
Research Director, Gartner



Glenn Cooper
Executive Chairman and Marketing Director, Coopers Brewery

One key metric which Coopers tracks closely is perception of its brands. “We focus research on our brand equity,” Cooper said. “You cannot assume that every state is exactly the same. “We don’t over analyze ourselves but we do place a huge emphasis on image,” Cooper said. “Without image, Coopers would be an also-ran.”

Industrial automation has been vital in that process. “We can’t serve the customer and be competitive unless we have the right technology and information,” Cooper said. When he began working at the company, its brewing plant had become outdated during a phase of diversification. “What we didn’t look after was the grass-roots technology. So we upgraded all of our plant.” The most recent second line expansion cost \$20 million, and can produce 1100 bottles per minute, with just four staff to maintain it. “In manufacturing it’s a no brainer, you have to go that way,” Cooper said. “The only way Australia can be competitive in manufacturing while overseas has low wages is to have the high technology. With internal systems already automated, more sophisticated tracking of sales data, consumer sentiment and social networks will be the key. External data is our biggest source, because it’s changing so quickly. “

Dare to Dream

Pete Goss

In the closing keynote on day one of the Summit, Pete Goss — ultimate competitor and adventurer — outlined what it takes to follow your dreams. ‘Dare to Dream’ is such an easy thing to say and relate to but to turn dreams into reality takes a team. It takes a clear vision, values, commitment and will stand the taller if its foundation is based on innovation and technology. By definition this means that the team will probably be diverse, geographically spread and working to differing time lines. This is where clear leadership is required, leadership that everyone feels they have a voice within. Leadership that has the confidence to build absolute trust between all parties such they transcend petty rivalries and focus on the goal that they all understand and own.

Pete Goss strongly believes that leadership challenges the norm whilst management makes it more efficient. To make the step up into a leading team that can ‘Dare to Dream’ focus on the people. Get the above building blocks in place and one can ‘Dare to Dream’ a measurable goal in mind.



Pete Goss
Ultimate Competitor and
Adventurer

Beyond Hype — Gamification and the Future of Work

Courtesy of IDG Communications

Dr Jason Fox

Motivation design expert Dr Jason Fox highlighted the importance of challenge and progress in application gamification. “Gamification in enterprise applications should focus on being functional instead of fun” according to Fox. “Gamification is where you take some elements of game design and apply it to the real world to influence behavior at work,” he said. “Instead of going with attitudes and beliefs, defaulting to incentives and rewards, the opportunity is to make the work inherently motivating.”

The concept of gamification has been around in one form or another for years, though Fox said it only appeared on the radar in 2011 due to a prediction by Gartner. “Challenge is important and you can’t just remove it. A lot of people are taking old and defunct models of loyalty and just rewarding.” Rules, and feedback correlate with our modern understanding of motivation, purpose, and autonomy. “Feedback allows you to make better choices, rules give you an idea of what to focus on, and goals correlate with purpose,” he said.

Harvard Business Review looked into what gets employees enthusiastic about doing work. Managers chose “recognition for good work” as the top choice, while employees chose “clear sense of progress”, which the managers had ranked last. “If there is ever a time where you lack the motivation to do something, often what will happen is the activity will default to an environment that provides a richer sense of progress,” Fox said.



Dr Jason Fox
Motivation Design Expert

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Last Call for Datatopia – Boarding Now

Frank Buytendijk

In the final keynote address of the event, Frank Buytendijk outlined a future where there is no privacy anymore. In fact, you can imagine a future where everything has to be cloud-based. USB sticks and SD cards are even forbidden. Everything is monitored. Privacy problems will be solved. There will be unique identity card, that doesn't even reveal your identity.

Following months of research through crowdsourcing and social media, Frank presented options for the future and answered questions such as: What will the information-centric society look like in 2030, and what can we do as citizens, consumers, and people to reach that goal? From a business professional perspective, how can we make sure we are ready for these potential futures?

Here are some thoughts to leave you with:

- “Thinking becomes more important than knowing.”
- “Looking back at a similar period of time, what is today's penetration of the information factory, data federation, BI, EIM, SOA, and so on?”
- “There are tipping points: Events that change everything.”
- “Information is what you make of it, or what it makes of you.”
- “There is nothing that cannot be called data.”

“A great conference to meet like-minded people, understand their thinking and challenges and understand where the BI/ analytics industry is heading.”

Matthew Drayson, Practice Manager, Information Management, Oakton



Frank Buytendijk
Research VP, Gartner

Events On Demand: Explore. Watch. Listen. Learn

As a full event attendee at the Business Intelligence & Information Management Summit, you are entitled to complementary streaming access to the content from the Business Intelligence & Analytics Summit 2014 held recently in the US. Access to these recorded sessions will enable you to see and hear Gartner sessions anytime, as many times as you like, for one year.

Please log in to access the content:

1. Visit: gartnereventsondemand.com
2. Log in with your Gartner ID and password
3. Scroll down to select sessions of interest

If you've forgotten your username or password, you can select the “forgot username or password” link and the information will be sent to you. Additional questions or feedback can be sent to eventsondemand@gartner.com.

Practitioners' Corner – Real Experiences Shared

Guest speakers from ANZ Bank, Australian Sports Commission and Westpac shared their approaches to overcoming challenges around business intelligence and information management. Presentations including their recommendations can be found at: gartner.com/ap/bi



Karen Ganschow
General Manager, Customer Relationship Marketing, Westpac



Papiya Chakravarti
Director, Information Management Services Section, Australian Sports Commission



Stuart Ward
Platform Manager, Business Intelligence and Reporting, Global Markets, ANZ

TRACK A: Organizational Trends and Strategy

Governing the Governance Board

Andrew White

- Monday Morning:
 - Validate your operational plans for day-to-day information stewardship and governance against this material — and revise accordingly.
- Next 90 Days:
 - Seek to create a self-sustaining, self-regulating information governance organization — use MDM as the exclude (but you will go further, if it works!).
- Next Year:
 - Formalize process improvement routines based on marginal change in business metrics (building block).

The Top Five Wrong Assumptions About Business Analytics

Svetlana Sicular

- Address the four fundamental pillars.
- Assess the eight dimensions:
 - Determine which to include.
 - Move out along the axes.
- Communicate the vision and plan.
- Review and revise your approach.

“WE ALL MAKE MISTAKES, BUT YOU COULDN’T COME TO WORK IF YOU NEVER DID ANYTHING RIGHT”

Analytics Center of Excellence (ACE)

Neil Chandler

- Define the business objectives that the ACE will meet, and the appropriate executives to report to.
- Identify suitable high-level sponsors that recognize the need for consistent long-term investment and are prepared to help effect change.
- Leaders of the ACE must identify a portfolio of technologies and a range of service provision to support the increasingly diverse use cases.
- The ACE must evaluate existing information infrastructures and prepare to incorporate additional federated data models to support the expansion of the volumes, velocity, variety, and validity of new information.

Modernize Your Data Integration Capabilities for Diverse Use-Cases

Ted Friedman

- Beginners:
 - Establish a vision for data integration capabilities at the core of your organization's information infrastructure.
 - Determine data integration requirements in the light of implementation demands, the nature of data types, and applicable architectural styles.
- Intermediate Initiatives:
 - Extend thinking about data integration to include cloud, inter enterprise and real-time deployment — not just about ETL against internal systems.
 - Inventory available data integration tools and identify gaps relative to required delivery styles (range of latency, granularity, and physicality).
 - Create reference models for data integration processes.
- Advanced Initiatives:
 - Develop plans and take initial steps toward deployment of standard, well-governed data integration capabilities.
 - Evolve toward a shared-service model for data integration, supporting deployment of data services, across the enterprise.



TRACK B: Information Innovation

Data Quality, Master Data Management, Information Governance – What's the Difference?

Eric Thoo

- Establish a vision for enterprise information management where MDM, information governance, and data quality are synergistic capabilities.
- Recognize that MDM is a great starting point; a foundation to build on but it is not the only one in enabling EIM.
- Develop a stewardship culture via a meaningful conversation with the business around the importance of information to business outcomes.
- Drive a culture shift — Ensure that your organization views data quality as a business problem, not an IT issue!

Innovating With Information —the Art of the Possible

Douglas Laney

- Monday Morning:
 - Catalog relevant internal and external data sources available.
 - Institute or enhance innovation workgroup to focus on big data and analytic opportunities.
- Next 90 Days:
 - Establish data science “tiger team” to consult proactively with businesses on big data and advanced analytics opportunities.
 - Identify at least one analytic idea from outside your industry to adopt and adapt.
- Next 12 Months:
 - Refocus investments and resources away from hindsight reporting and toward diagnostic, predictive, and prescriptive analytics.
 - Launch a new product, service, or business using big data.

Measuring Information Value for Improved ROI Modeling and Results

Douglas Laney

- Assert and communicate that information is a corporate asset.
- Hire or appoint a “Chief Data Officer”.
- Select and adapt method(s) for quantifying the value of key information assets.
- Consult and partner with CFO on economic valuations.
- Use info. valuations to select, plan, budget and validate info-related IT, EIM and business initiatives.
- Report on (e.g., supplemental balance sheet) and/incent information owners and stewards on improvements or impairments in information's value.

Proactive Data Management in the Cloud — Get in Front of the Business!

Eric Thoo

- Monday Morning:
 - Understand the benefits and challenges that cloud-based deployments of applications will bring to data management.
- Next 90 Days:
 - Establish between business and IT a common understanding of the dimensions driving business interests on cloud delivery models.
 - Identify the state of cloud-based approaches for data management; what offers value now, versus those of longer-term impact.
- Next 12 Months:
 - Ensuring required data management capabilities are addressed in your solution architectures when using cloud services and safeguarding service-level expectations.



- Architect and extend internal data management and integration strategy and infrastructure to embed as a baseline in business models and practices for adopting cloud services.

Where Are You on the Big Data Analytics Maturity Road Map?

Eric Thoo

- Develop or adjust your big data analytics strategy by using the big data analytics road map.
- It is extremely important to understand not only the stages but how to move from one stage to the next.
- Build your big data analytics strategy by planning improvement targets for four dimensions at each stage: Data, people, process and technology.
- An initial goal of big data analytics must be learning and growing big data expertise.
- Avoid common big data fallacies.

TRACK C: Emerging Analytic Styles

Clever Ways to Grow Critical Analytics Skills

Gavin Tay

- Data is not insight.
- Focus analytics talent on uncovering business opportunities, not just interpreting the past.
- Nurture existing analytics “experts”:
 - Declutter their work life.
 - Encourage them to expand their skills.
- Create exciting new opportunities for the artists.
- Analytics tells the truth:
 - Make sure leaders are prepared to hear it

Industrial Analytics — The Next Wave of Business Transformation

Kristian Steenstrup

- Leverage interactive visualization tools as an intermediate step.
- Identify a scenario that utilizes OT but interacts with the “General Ledger” as a pilot project — prove the dollar value.
- Look for analytical skills in the lines of business in addition to IT — you may have to develop or outsource to fill gaps.
- Ensure you have business buy-in — actually; this stuff should be done in partnership.
- Validate your models and assumptions — this is a continuous process.
- If you’re new to predictive modeling, leverage service offerings to build up capabilities — one option, but there are others, it is a function of how strategic you view the activity.

Trends in Big Data Analytics

Lisa Kart

- Don’t panic! Big data sliding into the trough is a natural part of maturity. The end of hype is a good thing.
- Get a jump on big data since many of your peers are still at the early stages of adoption.
- Build your strategy for big data tied to use cases, business goals and outcomes, prove the value and execute.
- Increase analytics maturity by:
 - Extending your analytical capabilities from descriptive and diagnostic to predictive and prescriptive.
 - Integrating and analyzing new relevant data sources.
 - More closely tying insights to business decisions.

The Rise of Personal Analytics

Ian Bertram

- Leading-edge companies are already piloting the use of these technologies, think about how these technologies can benefit your workers and productivity (internal).
- How will your R&D of your products/ services benefit from the addition of personal/quantified self-data (external).
- Don’t rely solely on privacy legislation or other regulatory requirement.

All Roads Lead to Prescriptive Analytics

Lisa Kart

- Identify decisions your organization can improve:
 - Sufficiently complex, a lot of data.
 - Need help getting from “orient” to “decide”.
- Use analytics with rules to tackle decisions that:
 - Are operational or repeatable.
- Use optimization for decisions that:
 - Involve many alternatives, constraints or trade-offs.
 - Are **strategic** (deciding which company to acquire), **tactical** (allocating budget, setting pricing/ policy) or **operational** (truck route planning, loan approvals).



“Some great insights about the current approaches to BI. I uncovered some gems about IM strategy that will have immediate application to issues my team is grappling with today.”

Peter McManus, Director, Business Analytics and Data Quality, Governance and Assurance Branch, Australian Department of Defence

TRACK D: Enabling Technology Infrastructure

Data Discovery — Enhancement or Replacement of Corporate BI Platforms

Neil Chandler

- Look for users in the organization asking for broader information exploration capabilities and start working with them.
- Evaluate solutions from the incumbent BI vendor but also take into consideration specialized vendors. Deploy it as an integrated solution.
- Prepare the organization for new responsibilities in information analysis. Create or evolve information governance rules, train and support business users.
- Get ready to expand usage and to move into more complex analytics as a result of data discovery.

Business Context and Technology Enablers of Business Analytics

Jamie Popkin

Learn the Corporate Objectives and

- Applicability to business unit goals.
- Review available process classification frameworks.
- Mapping business issues to decision types and analytical requirements.
- Engage with BPM and EIM teams to ensure process and technology alignment.
- Identify required data sources and understand their applicability for analysis.
- Use a structured approach for creating a business analytics initiative.

To the Point: How to Deliver Self-Service BI

Jamie Popkin

- Be realistic about what self-service BI is and what it is not.
- Evaluate environment:
 - Consider the complete analytic capabilities continuum.
 - Consider the complete BI process.
- Educate regarding approaches, styles, and technologies.
- Develop and plan self-service approach.

The Business of Information Management — Tools of the Trade

Andrew White

- Monday Morning:
 - Discover your CEO's highest business priorities and ask yourself the question "What information, if better managed, will contribute to a better outcome for this business priority?"
- Next 90 Days:
 - Develop an information management strategy that incorporates prioritized enterprise information assets.
 - Identify the key business outcomes that will improve through better information management.
 - Build your EIM strategy and program using the 7 building blocks.
- Next 12 Months:
 - Continuously evaluate the 7 building blocks — look for gaps and opportunities.

Big Content — Unlocking the Unstructured Side of Big Data

Gavin Tay

- Create a list of burning questions you would like to answer but currently can't.
- Investigate what big data activities and aspirations are already in place, in the works or on the road map.
- Conduct a content assessment.
- Fortify (or establish) your content governance practice.
- Undertake a small scale proof of concept.

Introduction to Hadoop

Nick Heudecker

- Audit your data — find "dark data" and map it to business opportunities to identify pilot projects.
- Identify emerging functionality on the Hadoop stack for application to your business.
- Use new Hadoop capabilities for cluster consolidation opportunities.
- Consider cloud pilots to minimize capital expenditure.
- Security, information governance, and broad data warehouse integration features still lag.

“The Gartner analysts at this Summit brought their experience with them in their presentations. It’s good to know what wins, challenges, and learnings other companies like ours are facing.”

Khim Chow, Manager, Business Information Services, Australia Post

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