

Five Fatal Flaws

Neil McMurchy

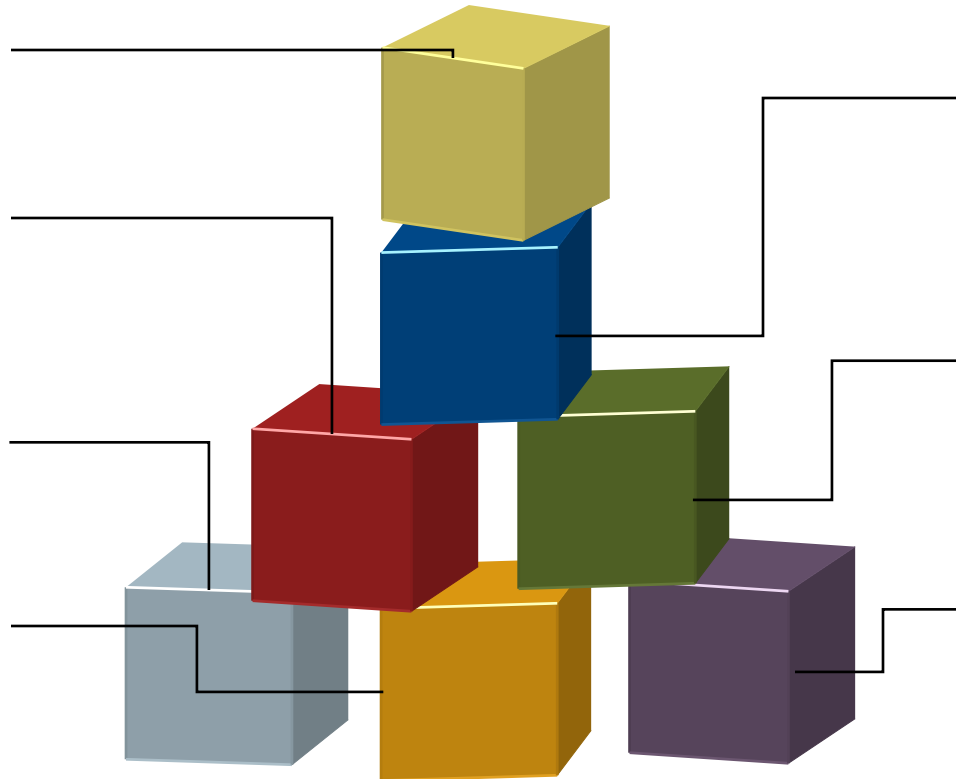
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The Biggest Fatal Flaw ... Is Thinking There Are Only Five Fatal Flaws!

- Gimme a dashboard
- Darwin was right: Inability to evolve
- Our enterprise application vendor will do it all
- If you build it, they will come



- We can outsource this whole darn BI thing
- Managers need to "dance with the numbers"
- Data quality problem ... we don't have one

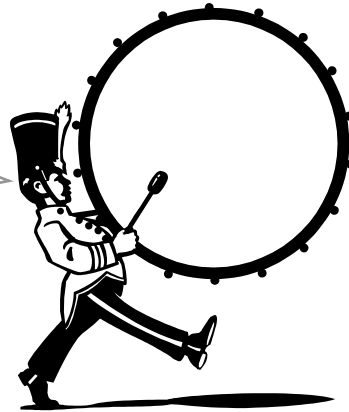
And just to make that point, we have seven!

Key Issues

1. What are the fatal flaws?
2. How do I remain flawless?
3. Been there — dumb that. Now what?

1. If We Build It, They Will Come

We, in IT,
like to anticipate
the needs of
the users.



Our users,
as always, don't
understand.
Let us in IT solve
all problems.

- Symptoms

- Hoping that the value will become obvious or will prove itself once it's built
- More years invested in the project than number of users
- The executive sponsor leaves
- Fails the user RACT insight test

1. If We Build It, They Will Come

How to Remain Flawless?

- Use the Gartner BI framework to build a BI business case.
- It's about the users. Design with their system context in mind. Use the RACT test.
- Get politics out of the way first.
- Market as much as you develop; use a BI competency center.

The RACT Test

Relevant: Insight appropriate for important business questions.	Accurate: Correct, precise.
Consistent: Same results across multiple tools and applications.	Timely: Answers and insight available when needed.

Been There, Dumb That

- Use the Gartner BI framework to determine gap/fit.
- Scrap where needed and start over (sunk costs).
- Form a BI competency center to guide the users toward the data warehouse.
- Threaten users (dangerous).
- Increase the budget (expensive).

2. Managers Need to Dance With the Numbers

We need a flexible spreadsheet interface that allows us to work in the latest numbers!



$$S = f(Q,A)$$

- Symptoms
 - Complex or poorly defined metrics
 - Weak culture of accountability
 - Islands of data
 - Scramble to prepare for quarterly reviews

2. Managers Need to Dance With the Numbers

How to Remain Flawless?

- Use compliance pressure to build the case against use of spreadsheets, data silos, multiple definitions, lack of ownership
- Understand middle mgmt. is not interested in "one version of the truth"
- Elevate hidden agendas



Been There, Dumb That

- Forbid use of spreadsheets for formal reporting and management meetings
- Count your losses and start with a solid data warehouse infrastructure
- Look for more stakeholders (information democracy) to rebuild the business case

3. Data Quality Problem ... We Don't Have One

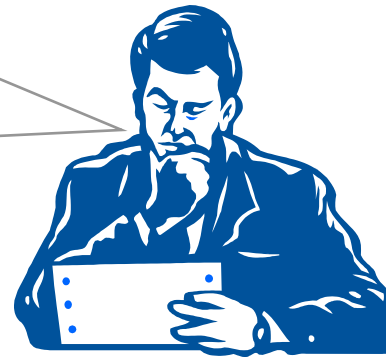
The more you state you don't have a problem with data quality, the bigger the problem probably is.

Denial is the real problem.

- Symptoms
 - The biggest sign that your boss doesn't like you is that you are made responsible for data quality
 - IT tries to solve the issue with a tool
 - Problems in creating ROI in campaign management

3. What Data Quality Problems?

"Interesting ... we're seeing a lot of traction with males that haven't been born yet. We'll have to develop a targeted marketing campaign for that ..."



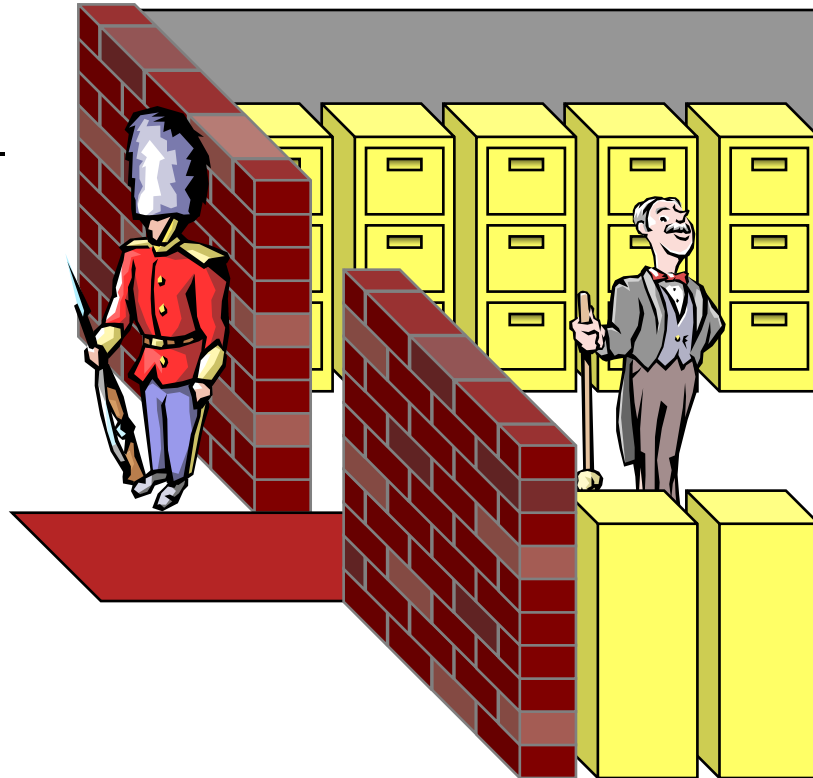
- Consequences

- Garbage in, garbage out — bad data breeds bad decisions
- Lack of trust in the data stalls adoption and limits usage
- Worst-case scenario — the project fails and BI investment is wasted

3. Data Quality Problem ... We Don't Have One

How to Remain Flawless?

- View data quality as a business issue
- Put responsibility for data quality where it belongs — in the business (such as data stewards)
- Implement controls and technology to cleanse data and keep it clean (for example, a data quality "firewall")



Been There, Dumb That

- Get the facts — measure data quality and prove the negative impact
- Use data quality metrics to assess progress
- Focus on the "hot spots" — you can't do it all at once

4. Our Enterprise Application Vendor Will Deliver the Best Solution

"We have just spent \$20 million on implementing SAP, and you are telling me we need a BI tool and CPM suite?"



- Symptoms

- A data warehouse is a data warehouse is a data warehouse
- It is for free!
- Integrated means it is easy

4. Our Enterprise Application Vendor Will Deliver the Best Solution

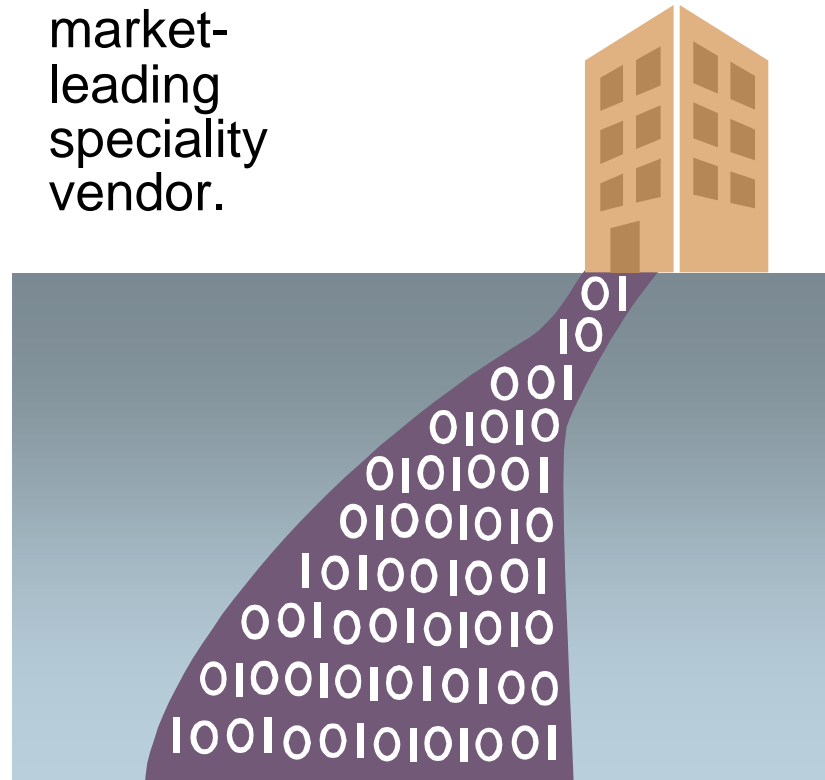
How to Remain Flawless?

- It will be impossible to avoid the enterprise application DW. You have to fit it in your systems landscape.
- Do not divest current DW and BI efforts. Non-EA data integration and advanced functionality most likely will be needed.

- Always compare the EA BI front end with a market-leading speciality vendor.

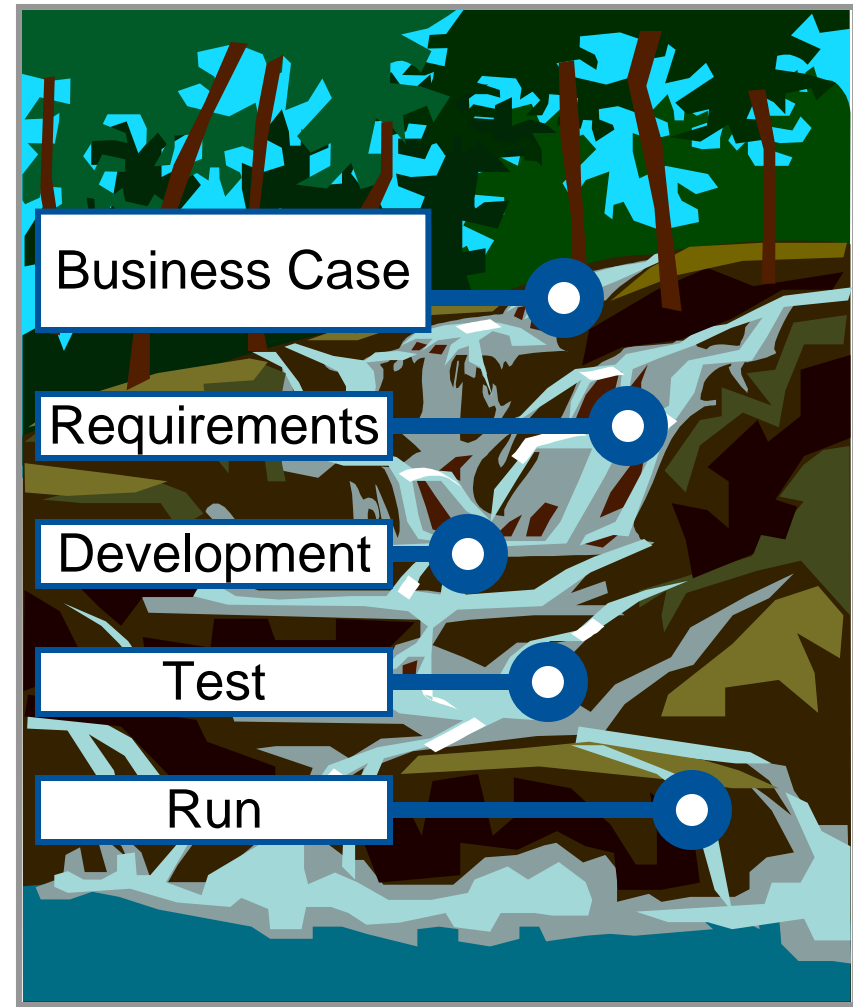
Been There, Dumb That

- Build a business case for more-strategic BI than management reporting alone.



5. Darwin Was Wrong — BI Does Not Need to Evolve

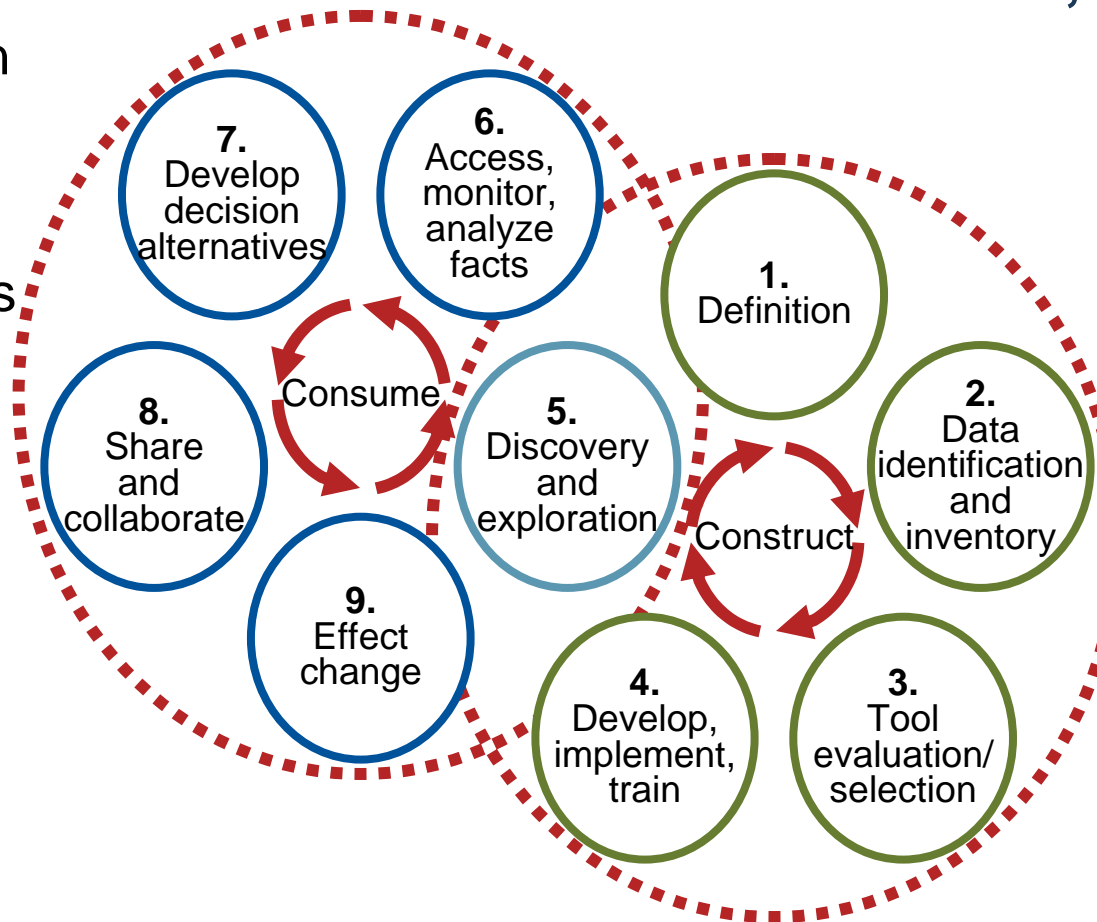
- Symptoms
 - "Keep it short and simple" mentality ... but some things are not short and simple
 - Aiming for project excellence
 - Silo thinking, one-off projects lacking any architecture
 - Too much focus on user requirements



5. Darwin Was Wrong — BI Does Not Need to Evolve

How to Remain Flawless?

- Plan BI as an activity, not as a project
- Do not let initial projects dissolve, but plan a BI CC to emerge from the project
- Budget for revisiting delivered increments



Been There, Dumb That

- Clean up multiple tools and approaches
- Build an architecture to underpin existing BI systems
- Start a BI CC to manage the production and consumption cycle

6. We Can Outsource the Whole Darn Thing

"We can strategically support you with our offshore BI production line"

- Symptoms
 - BI is seen as a tactical IT, and can be treated as any other system
 - "My mess for less"
 - Service-level agreements start working counterproductively

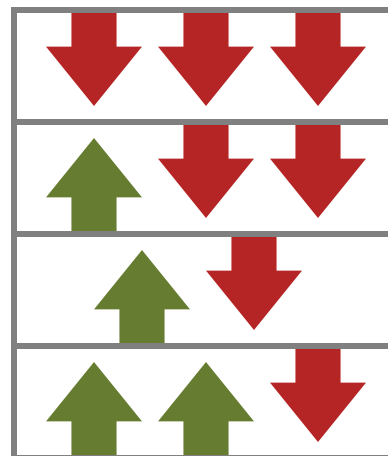


6. We Can Outsource the Whole Darn Thing

How to Remain Flawless?

- Strategy & Performance Management must be a core competence
- If you don't have the skills, hire service providers to build skills, applications and support organizational change
- Create SLAs built on change, not on stability

- But ... what if all your operational systems are outsourced?



Been There, Dumb That

- Shift focus from outsourcing to in-sourcing skills and capabilities
- Renegotiate current SLAs



7. Just Gimme a Dashboard!

"I need a quick way of presenting strategic performance indicators in a portal for the top management"

- Symptoms
 - Yet another reporting line, instead of "one version of the truth"
 - Unintegrated data leading to unfounded decisions
 - No ability to drill down and find out why, where, when, how ...
 - No coherent set of metrics



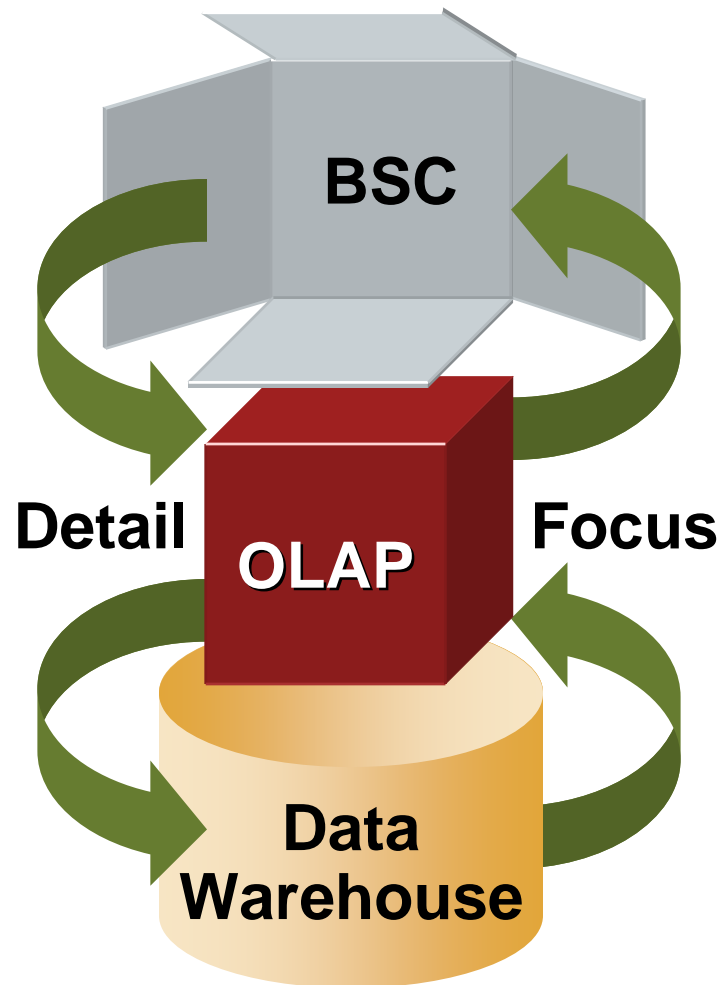
7. Just Gimme a Dashboard!

How to Remain Flawless?

- A dashboard should be seen as the icing on the cake
- When the BI infrastructure is solid, dashboards come for free
- Always work with strategy maps for coherent metrics

Been There, Dumb That

- Use color coding to show level of data integration



Recommendations

- Laugh about the fatal flaws others have discussed, but they could happen to you too!
- Make sure you learn from your mistakes. In fact, plan to learn upfront!
- There is a downside to everything. Define your fatal flaws beforehand, so you don't have to say ...

BEEN THERE, DUMB THAT!