

The 11th Annual Gartner Business Intelligence Summit 2010

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Data Quality
 PERFORMANCE MANAGEMENT
 Data Integration
 ANALYTICS
 Business Intelligence

Building the “Business” in BI: Plan, Platform, People, Performance

The recent **Gartner Business Intelligence Summit** in London saw a strong attendance with 736 attendees, the majority from across Europe. The audience represented 38 countries and came from across all industry sectors with a particularly strong presence from financial services, followed by the public sector organizations and manufacturing.

The Summit featured some 40 presentations including keynotes, Gartner track sessions, analyst roundtables, end-user case studies, and solution provider sessions giving a full breadth of topical updates and a holistic approach to business intelligence and performance management.

The latest EMEA survey amongst BI and PM professionals had indicated that, whilst BI offers significant potential in supporting the business, obstacles still abound: unengaged business sponsors, lack of business user involvement, fragmented information silos, BI tool proliferation, poor data integrity coupled with poor quality and inconsistency; skills gap; low adoption rates amongst business users. So, a lot to choose from.

These challenges were compounded even more when Business and IT did not speak the same language. This was the theme of the event and the focus of the Opening Keynote from Gartner.

Çu vi Parolas Business Intelligence?

Despite many years experience of BI in most organizations, it seems business users and IT still speak a different language. This means BI is still not pervasive in most organizations and the full potential benefits are not being realized. Even worse, IT has to understand the various languages spoken by different parts of the business in order to make sense of their requirements. The role of PM applications in breaking down the traditional silos of BI and business applications is evident in Gartner's BI, Analytics and Performance Management framework. PM applications, although they are analytic applications, support business processes and are thus governed in the same way. Business process applications are subject to a different governance model and are typically managed by a different part of the IT organization. Consequently, IT staff responsible for BI analytics and PM initiatives needs to work very closely with

the team responsible for business process applications strategy. The emergence of PM applications has made this change a necessity because these applications straddle both worlds. They are analytic applications with a focus on supporting performance management, but the way they are packaged, sold, implemented and managed is much closer to the way that other business process applications are managed. You will never get everyone speaking and understanding the same language — what you need is the ability to translate into different languages and let people to work together. You need the equivalent of the Rosetta Stone in business. The BI, Analytics and Performance Management is that Rosetta Stone — it is your key to translating all the different needs and requirements across the business and in IT to allow you to create the BI strategy that will help you truly build the business with BI.

BI THE TILES



What would you think if I ran our IT,
 Would you stand up and walk out on me?
 Give me your specs and I'll build the reports,
 And I'll go by the BICC.
 Oh I get BI with a little help from my friends,
 Mmm, I'll aim high with a little help from my friends,
 Yeah, I'm gonna try with a little help from my friends.

What do I do when my vendors away?
 (Does it worry you to be alone?)
 How do I feel by the end of the day?
 (Are you sad because you're on your own?)
 No, I get BI with a little help from my friends,
 Mmm, I'll aim high with a little help from my friends,
 Ooh, gonna to try with a little help from my friends.

Do you need any data?
 I need some data to love.
 Could it be any data?
 I want some data to love.
 Would you believe the reports at first sight?
 Yes I'm certain that it happens all the time.
 What do you feel when departments just fight?
 I can't tell you, but users just whine.
 Oh, I get BI with a little help from my friends,
 Mmm I'll aim high with a little help from my friends,
 Oh, I'm gonna try with a little help from my friends.

Findings and Recommendations from the Gartner EMEA Business Intelligence Summit 2010

BI Architecture — From the Tactical to the Strategic

BI teams should apply the following principles and best practices: A solution must not repeat what another solution already does. Individual solutions must be designed such that they can be reused, both as a whole and in part. Generality is the key to shareability — solutions must not be designed solely to solve specific problems. Focus your enterprise information on those representations of content significant to the enterprise, determined by their impact inside and outside the organization. Identify the uniform and consistent standards and guidelines within the EIA that enable the organization to consistently share and exchange information. Institute the program to implement EIA known as EIM. EIM picks up at the planning and design levels of EIA, and continues through the development, deployment and optimization of solutions.

Data integration and Data Quality — Disciplines merging, Markets Converging

Build a vision around data services and the roles of data integration and data quality within service-oriented architectures. Evaluate vendors based on breadth of vision and support for a range of data integration patterns and data domains, not just on the requirements of individual projects. Seek opportunities to better align data integration and data quality roles, skill sets and development process. Infuse all data integration activities with data quality controls, metrics and governance — data integration without quality will fail.

Building a Business Intelligence Dream Team

The core team should always maintain metrics on delivery and quantify results to changes/improvements to the business process, then seek the next area of implementation for BI/DW work. The core team has the responsibility of moving the entire program up the maturity cycle. Perform an assessment of your current team(s); identify skill levels of your team leads; perform gap analysis between current teams leaders and necessary roles. In the next 100 days, modify job descriptions and workload to convert leaders to key roles; develop strategy for filling missing key roles; secure training and materials to support key roles. Within the year, ensure that key roles participate in BICC or form core to create it; architect and modeler validate or refute existing efforts in conjunction with requirements analyst; business sponsor develops budget for year 2 when “dream team” is in place.

Planning for Growth with Corporate Performance Management

Start preparing for a return to growth now, leveraging your technology portfolio. Ensure that any CPM evaluations include an assessment of CPM vendors' profitability modeling and optimization capabilities. Profitability modeling and optimization applications enable organizations to understand which aspects of their business operations drive profitability. This understanding can lead to new, more effective ways of conducting business and delivering services. Digest forecasts for the economy and determine how your firm may be impacted. Understand what your barriers/constraints are within your organization. Cost optimization is here to stay — firms need to plan for continuous cost improvement. Understanding the drivers of profitability will make cost optimization initiatives more effective. Understand how CPM can help connect decision support processes and strategy.

Pattern-Based Strategy — Implementing a Performance-Drive Culture

A more accurate and efficient answer for today's economic environment is to look for patterns within your organization. Organizations geared to this phenomenon realize that we live in a world of patterns that affect operations and strategy. When back in the office, review highlights and lessons learned; inventory your current technology that supports performance management processes; identify gaps and constraints. In the next 90 days, assess your maturity in the use of leading and lagging indicators; engage CFO and CEO in identifying and using the right leading indicators of performance, including weak signals. In the next 12 months, create a performance management technology road map to support a performance-driven culture; identify impact on other technology investments, primarily business applications and BI platforms and build a team to develop your enterprise metrics framework.

The High Performance Data Warehouse — Bigger or Better, Not Always Both

Create additional data architecture tiers in a data warehouse only when responding to a specific end-user SLA requirement, but plan for them, as some SLA requirements are incompatible with others. Use the built-in capabilities of the (DBMS) software and the deployed hardware configuration, as designed and prescribed by vendor best practices, to their fullest extent in meeting SLA requirements because the features and functions from vendors will be supported

and advanced in subsequent versions. Resort to alternative data deployment and optimization techniques when addressing specific engineering requirements or specifications in the SLA that cannot be met by current software and hardware built-in capabilities or when the inherent return on investment proposition is insufficient. Recognize that SLA requirements are not all based on performance optimization — others exist such as data quality, and logical or semantic interpreters. For data warehouses more than five years old, revisit design decisions to determine whether evolved IT solutions have made previous compromises obsolete.

Achieving the Holy Grail of BI through Collaborative Decision Making (CDM)

There are a number of barriers to adoption of collaborative decision making that need to be overcome. An important part of moving adoption forward will be to assess and advance your organization's decision-making maturity. Raising awareness across the organization on decision-making best practices will be an important first step. Socializing the adoption of decision optimization techniques, and using BI in trade-off decisions will demonstrate value. CDM can be a key enabler of performance-driven culture in support of a Pattern-Based Strategy, particularly in its role in using successful decision-making patterns and outcomes to identify leading and weak signal indicators. BI leaders must seek out decision makers/champions of collaborative decision makers and key decision-making processes. The BICC should seek out and collaborate with these decision makers and look for opportunities to support CDM pilots and the demonstration of value. Deploying CDM solutions and tying BI to decisions and outcomes will ultimately help to better quantify the value of BI in achieving the holy grail of BI — supporting better decisions.

How to Create a Strategy with Corporate Performance Management

CPM evaluations should be focused on strategy management to enable the management team to realize benefits from investments in CPM. Assess your organization's CPM maturity and start an appropriate action plan now. In the next 90 days, ensure you have a clearly articulated strategy. Develop a business model that can simulate and formulate multiple scenarios. Link the strategic planning with the financial and operational planning cycles. Develop a metrics framework that balances run, grow and transform activities. Communicate with and motivate the workforce. In the next 12 months, recognizing that business models change today much more rapidly than in the past, develop your business radar to ensure that you respond to change.

Brave New World — Exploit Your Information or Become Obsolete

Conduct a TRACK survey before doing user requirements assessment. This initial survey will be the benchmark against which BI and ECM teams will evaluate the success of subsequent deliverables, training and support. Repeat the assessment on a regular basis (quarterly) to monitor improvements in user satisfaction. Run the survey in parallel with IT members of the BI teams to assess perception gap between what users think and how those developing BI applications think users will respond. Communicate the results. You must exploit information and technology to deal with it. Shift the discussion: Prioritize business performance objectives, measures and impact. Scale and scope projects, technologies and competencies. And finally, track your success.

Business Activity Monitoring — Powered by Complex Event Processing

Event processing is a style of computing that has a growing impact on BI. Outside BI, event processing is used for application development, in a style called event-driven architecture. Investigate BAM offerings from different market sources, and choose the appropriate one for each project. For BPM-BAM synergy, look to BPM solution providers for the best integrated solutions. Start small — but start now. The cultural learning curve is steep and transcends products. Define monitoring points, metrics, roles and contingency triggers when integrating CEP, BAM and BPM. Leverage standardized BPMS for CEP/BAM and fill in tactically. Market the benefits and success to business and IT management.

Aligning the Organization for Data Quality Success — Strategy, Stakeholders and Stewards

Organizations that are able to improve the quality of data will reap substantial benefits. However, without an understanding of the key success factors, most organizations will make only minimal progress. By focusing on the best practices for definitions and metrics, skills and organization, and methodologies and tools, organizations can increase maturity level over time and

dramatically improve the value of their data and enable business growth and productivity. Lay the groundwork — assess your culture, define data quality for your organization, set the vision and choose a reasonable initial scope. Gather the facts — select the appropriate metrics, measure and communicate the results broadly. Focus on people and process — build skills and establish data quality-specific roles. Be persistent — build early BI/PM data quality success into momentum for a comprehensive program. Make data quality a business problem, not just an IT problem!

Assessing the Performance of Analytic Applications

Analysis is one link in the chain that delivers business benefits to an organization. Justifying or measuring performance of the analytic application is akin to measuring the performance of a car's brakes in an accident. Consider the potential value of being able to analyze information routinely collected, as well as the ability to do more with the information the enterprise may wish to collect. Analytic applications cannot be evaluated in isolation of the business process and business decisions they are supporting. The performance of business decisions must be evaluated against other strategies that would have achieved the same objective. The data collection and decision management phases of a decision process are more prone to failure than the analytical phase.

BI and Performance Management — Market Trends and Dynamics

IT will likely be increasingly centralizing around the one or a few stacks, but there will still be room for a few independents. At the same time, business will increasingly gain control, and in this space, the marketplace is wide-open. Time-to-value and agility are "king". "Megavendors" will dominate traditional BI, but the boundaries are blurring, and there will be a lot of opportunity for innovators, especially in business niches. Small vendors will not own a significant amount of revenue in the market. If they do, they will be acquired. Those two trends, combined with technological breakthroughs will lead to use of BI doubling over the next five years. More pervasive use of BI will lead to a shift from monitoring to decision making and analytics.

Who's Afraid of Analytics?

There are multiple analytic scenarios that are far outside the typical business-oriented analytic context. However, although there are not necessarily always concepts of profits, revenue, and so forth, the definition of "analytics" is required to catch non-standard analytic scenarios. Identify those problems or desired insights for your business that data mining could address. Don't fall for the analytics hype. Get trained on predictive modeling. Leverage open-source options to gather data mining skills. Be clear on what type of analytics you are

discussing, using, and requiring. Use your BI infrastructure as the "information backbone" for analytical applications. Identify potential uses of analytical components in operational processes and automate them.

Create a BI Competency Center That Fosters a Performance Management Culture

CPM managers should begin to "socialize" the use of a well-rationalized, balanced set of leading indicators to help reduce the time and risk of implementing a strategic plan. BI leaders should, as of now, create a BI strategy that links planning, reporting, and analysis. In the next 90 days, recruit senior business executives to lead a metrics framework, and foster a PM culture while avoiding the common pitfalls of "goals gone wild." Your next 12 months should focus on eliminating the vendor/customer dynamic between IT and the business in the organization. You should replace it with true BICC that blends skills across IT, executives, and analysts.

Master Data Management Meets Performance Management — What Is It All About?

Users should use the Gartner MDM Hype Cycle to understand which technologies are hyped and which aren't, so they can make smarter decisions about where to invest. Start thinking about MDM on two levels — analytical MDM and operational MDM. Start up your initial analytical MDM project — if you can see business needs that BI and PM don't address. Get involved in the operational MDM initiative — to leverage, ensure alignment and learn MDM best practices. Select your analytical MDM solution with care — the market is still maturing (and you will need to integrate with operational MDM).

Nine Emerging BI Technologies to Bolster performance, Guide Users and Empower Analysts

End users need the ability to make changes to dimensional hierarchies and performance measures, have those changes submitted to a workflow and approval process, and, after vetting, sanctioned as the master data. Therefore, analytical MDM becomes the bridge between workgroup and enterprise BI. Create a plan now to drive BI adoption by recruiting more information consumers and turning them into analysts. In the next 90 days, apply technology, not labor, to the query performance problem. Reduce dependence on aggregate and summary tables. Move beyond static reports and dashboards to a data discovery and analysis mind-set through search and visualization. In the next 12 months, enable analysts to model new data views, but provide a way to promote and validate the work into sanctioned content. Create an ability to deal with nontraditional information sources, particularly from cloud-based information services.



The Benefits and Perils of Buying Into the Stack

Although stack vendors may ultimately be the right choice for your organization, don't blindly buy into the stack without a rigorous evaluation of functional fit and integration requirements and TCO versus alternatives, recognizing that each offers it won advantages. Packaged content can be a significant value proposition for going with a stack vendor to reduce cost and time to value, but before committing to this approach, conduct a careful due diligence on the packaged content to determine fit with requirements and the degree of customization needed. Extensive customization of packaged content significantly degrades the cost and time value proposition. Even if you go with a stack vendor standard, plan for a strong information infrastructure that can evolve and support a portfolio of capabilities that meet changing requirements.

Best Practices — Buying BI Software and Working with BI Service Providers

BI projects are dynamic and complex, and there could be changes along the way unless preparation is meticulous. Just because the requirement of work and scope sheet are created does not mean issues will not arise. Treat BI as a long-term investment and negotiate accordingly. Recognize that aggressive discounting is not often repeatable in subsequent deals. When selecting a BI vendor, draft a specific list of required capabilities. Determine your readiness to start a project, before engaging with a service provider. And finally, use service providers to complete your coverage of the BI and PM Framework.

Performance Management — Breaking Down the Barriers between BI and Business Applications

You need to understand what is meant by "PM" and the scope of its effect on your organization. CPM is a good place to start. Break down the organizational silos in your

IT organization. Don't be led by megavendor road maps — create your own road map to meet business needs. As soon as you can, review highlights and lessons learned and understand the status of CPM in your organization. Within the next 90 days, identify which C-level executives have pressing need and carry out an inventory of your existing stand-alone and embedded analytic applications. In the next 12 months, define a shared governance model between BI and business applications and create a road map for deploying PM applications that complement existing BI and business application investments.

Comparing the Mega Vendors

We see rapidly changing technology in an industry that seems to be maturing. Vendors are focusing more on the "business of software," rather than solely on product competition. Users faced with increased vendor power and lower price flexibility are looking for alternatives, containment strategies and ways to lower vendor switch costs. How vendors react to these changes and pressures will be the basis for changes in their competition over the next five years. There is a trend towards "stack" buying with megavendors having 64% of the market. BI standardization favors stack vendors and adoption appears to be growing, with business users driving more purchases. Megavendors can be challenged to appear innovative compared to smaller, more specialized vendors

Open Source in Information Management — State of Play

As open-source encroaches on various layers of a typical BI stack, it is only a matter of time until a pure open-source-based BI stack hits the market. Begin developing skill sets for Linux as a production platform, especially for DBMS. Most open-source DBMS can be used only for smaller, non-mission-critical data warehouses and data marts. Consider testing open-source BI and DI technology for small projects, complementing any BI standard. Do not

attempt to understand the source code, but purchase a support subscription. And expect a three-wave approach to open-source BI adoption: Wave 1: 2004 to 2007 — early adopters; Wave 2: 2008 to 2012 — driven by mid-market enterprises and Wave 3: 2012 and beyond — just another aspect of sourcing.

Enterprise information Management — New Job Titles Your Business Needs

Through 2012, business demand for IT-driven growth and innovation will outstrip the supply of qualified people to fulfill it. By 2013, most software developers will not be employed by corporate or government IT organizations. You need to start thinking now about how technology will add value to your data by making it accessible to more people. You need to link training via social networking sites to other related training, such as business ethics, standards of conduct and industry-specific regulations. Starting today, define and staff data stewardship roles in relevant business units when implementing MDM; focus on information, not technology. Begin to think and act like a CEO — focus on revenue, not cost. Redo your budget.

Customer Experiences with Corporate Performance Management (CPM)

Organizations need to improve the monitoring and management of CPM. Clients are increasingly looking to make smaller investments and realize rapid business benefits to streamline costs and optimize performance. Different components of a CPM suite provide different business benefits. To enable this improvement, you need to understand the maturity level of your organization with CPM and BI; ensure that you are following a BI/PM framework; and that you have an effective partnership between IT and finance to enable CPM; seek more strategic functionality in CPM suites, moving from basic budgeting, and finally understand how CPM will fit in future performance management platforms.

Dates for your Diary!

Business Intelligence Summit 2011
31 January – 1 February 2011, London