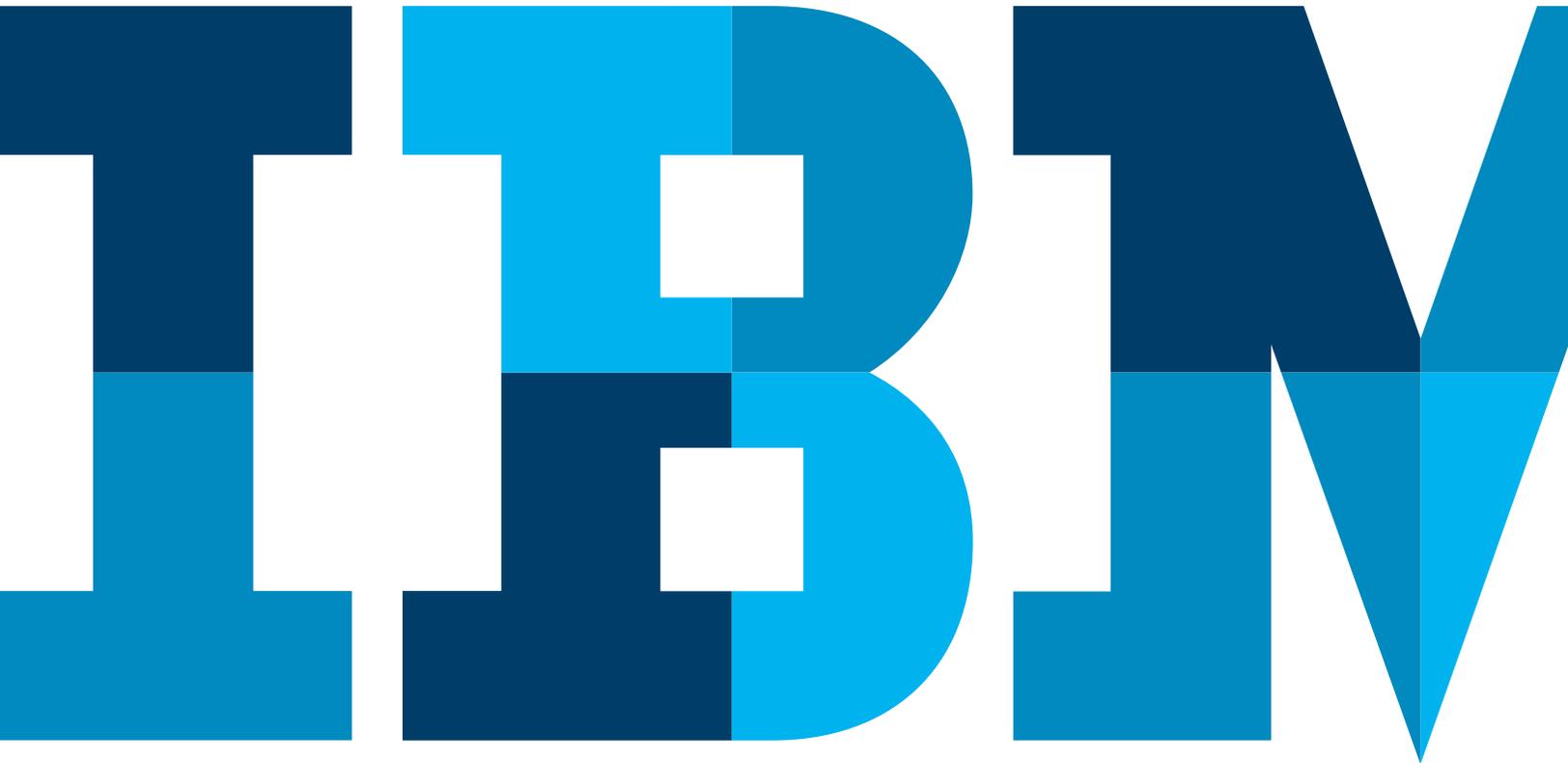


# The Analytics Center of Excellence (ACE): Organizing for Success



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## Overview

Business analytics has become increasingly strategic in organizations, regardless of their size or market sector. While initial deployments may have focused on targeted uses, the current trend is to deploy business analytics more broadly across the organization. As part of this trend, business analytics—encompassing reporting and dashboards, historical and predictive analytics, scorecards, financial and operational planning, data integration, and data warehousing—is rapidly migrating from specialists, analysts, and knowledge workers toward executives and everyday business users looking for direct and faster access to the information they need to make better decisions and get their jobs done. A recent IBM Institute for Business Value study found that organizations that used analytics for competitive advantage were 2.2 times more likely to substantially outperform their peers.<sup>1</sup>

To maximize the value of having information in the hands of this new, wider audience, organizations are challenged with implementing, managing and supporting these tools and capabilities across divisions, regions and functions with a diverse set of user needs and skills. Processes that were already in place for conventional applications and platforms are no longer sufficient because the use of information is so dynamic with constantly changing requirements.

Creating an Analytics Center of Excellence (ACE) is critical to realizing the full value from business analytics investments and driving long-term success. An ACE accomplishes this by strengthening the partnership between line-of-business stakeholders and IT, developing and communicating a clear analytics strategy aligned with business strategy, standardizing technologies and processes and leveraging reusable knowledge, disciplines and best practices.

This paper will help strengthen your awareness, understanding, planning and communication of the value of an ACE initiative in your organization.

## ACE implementation leads to higher business performance

### ACE plays a role in AQ maturity level

The Analytics Quotient (AQ) maturity model helps organizations measure how well they apply analytics to their strategic plans, operational processes and overall decision-making. Organizations that use analytics to drive their business are considered to have a high AQ. The higher an organization's AQ, the better it will perform. The AQ maturity model has two components, a numerical score calculated based on answers from 15 multiple-choice questions and a mapping of these scores to one of four stages of increasing analytics maturity. The four stages of this model are Novice, Builder, Leader and Master, where Novices represent organizations with a low AQ score and Masters represent organizations with a high AQ score (see Figure 1).

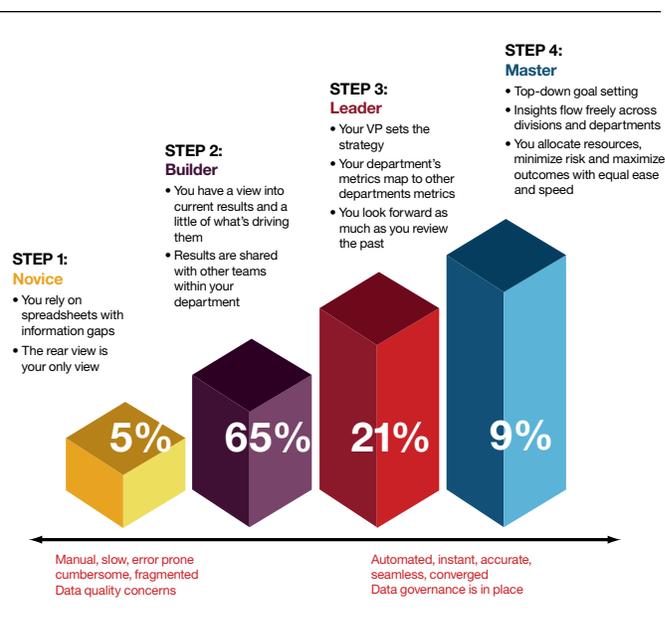


Figure 1: Analytics Quotient maturity model.

According to the 2012 IBM AQ Study on AQ maturity level of organizations, approximately 5 percent lie in the Novice stage, 65 percent lie in the builder stage, 21 percent lie in the leader stage and 9 percent lie in the Master stage<sup>2</sup>. When analyzing top trends of organizations in the Master stage, the highest stage of analytics maturity, it was found that 97.3 percent of these organizations have a full center of excellence.

Additionally, 56.5 percent of organizations in the Leader stage have a full center of excellence, whereas only 6 percent of Builders and 0 percent of Novices have a center of excellence. This statistic demonstrates that an analytics center of excellence is a vital component in achieving business analytics success in an organization (See Figure 2).

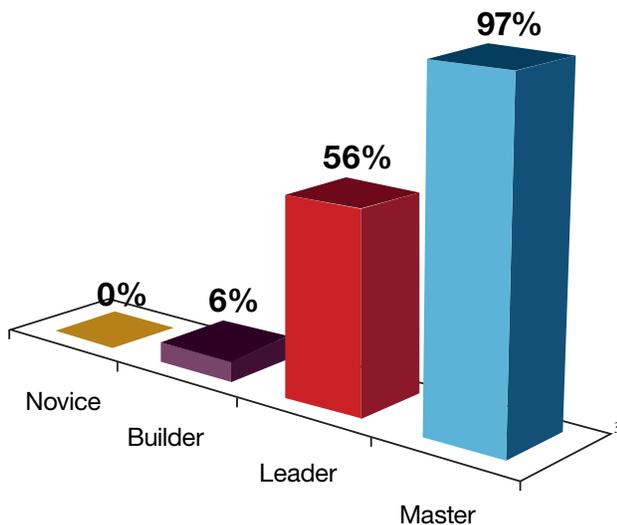


Figure 2: Percent of Masters, Leaders, Builders and Novices with ACEs.<sup>4</sup>

### IBM's Blue Insight

Having an analytics center of excellence has already proven to be beneficial for IBM. Blue Insight, IBM's ACE, is designed to empower hundreds of thousands of IBM employees with access to sophisticated business intelligence and predictive analytics using a cost-effective private cloud architecture. According to the IBM Case Study, Analytics on an Enterprise Scale, the implementation of Blue Insight has helped IBM generate new insights that drive real business value.

One impressive example is a project that uses Blue Insight to analyze small deals management within the IBM Software Group. By analyzing data on potential sales opportunities, IBM is able to improve the efficiency of its allocation of leads to sales channels. Smaller deals are passed on to IBM Business Partners who have the relevant skills and resources to close the deals, enabling IBM's own sales team to focus on enterprise level clients. As a result of this more effective use of sales resources, Software Group has seen an 8 percent increase in small deals-revenues.<sup>5</sup>

Additionally, IBM's ACE has contributed to \$25 million in savings over 5 years.<sup>6</sup> This is primarily due to reduced hardware, software, facilities and human resources costs. For teams that did not have an analytics solution before they adopted Blue Insight, there are significant benefits in terms of cost avoidance.

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*“If you go about it the traditional way, setting up an infrastructure to deliver analytics services as part of each project is a complex task. You have to get budget approval, purchase servers, find space for them in a data center, power, cool and maintain them. And that’s before you even think about the software. On average it takes about six months and \$250,000 to get a new analytics environment up and running with development, test and production environments. With our System z private cloud architecture, we can generally deploy solutions in a couple of days, and at about 10 percent of that cost.”<sup>7</sup>*

— Larry Yarter, Chief Architect, Blue Insight, Business Analytics Competency Center, IBM

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Another key advantage is Blue Insights ability to accommodate scale within the organization, while at the same time providing business users with the same flexibility and support for creative analysis. Nearly 200,000 people across 390 projects actively use IBM’s analytic center of excellence. The number of users is projected to increase to 300,000 by the end of 2013.<sup>8</sup>

## Common issues drive a growing need for ACEs

To understand the need for an ACE, it is important first to understand the business problems and related business analytics challenges that many customers face. In survey after survey, our customers tell us the kind of obstacles they see in trying to maximize the full value from their technology investments (See Figure 3).

### Organizational Concerns

- Lack of understanding on how to use analytics to improve the business
  - Disconnected projects causing silos of data to develop in pockets across the enterprise
  - Weak or poorly understood business analytics strategy and roadmap
- Projects that are misaligned with business needs, are competing for priority or lack executive sponsorship and support
- Lack of skills internally in the line of business
  - A lack of training and support to ensure that tools are used effectively, meeting ease of use and response time expectations
- Best practices and standards that are not shared and applied consistently, affecting the efficiency of Finance, IT and user communities

### Data Concerns

- A lack of trust or confidence in the data being used for decision-making with no visible improvement over time
- Ability to get the data
- Lack of clear data ownership; ineffective governance

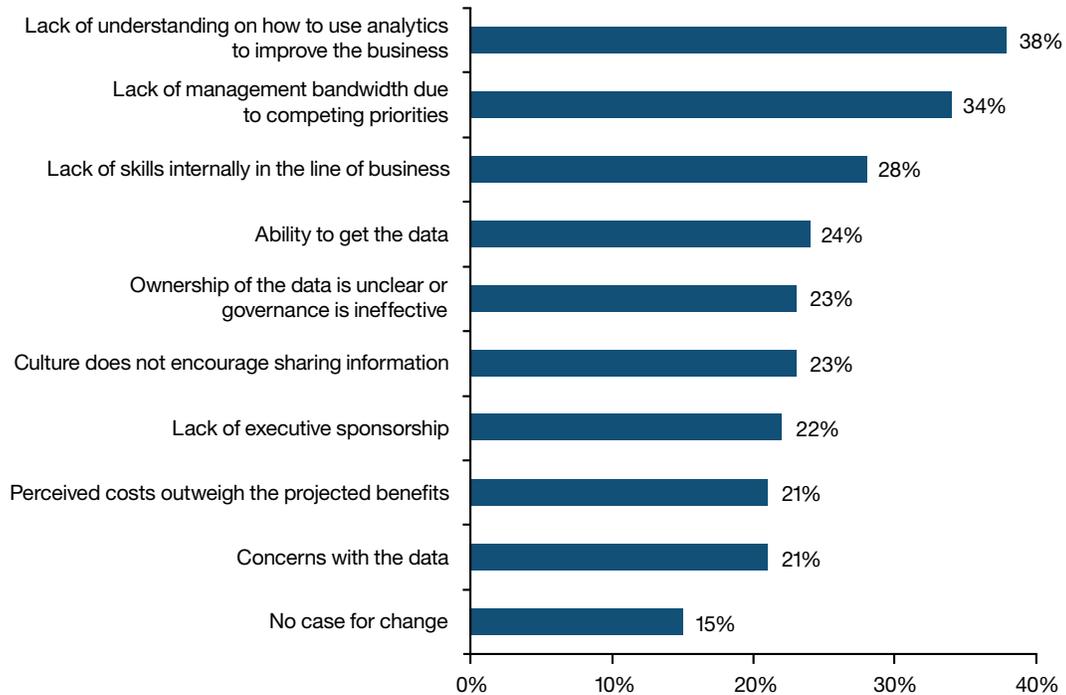


Figure 3: Organizational obstacles to widespread analytics adoption.<sup>9</sup>

Notice that many of these go beyond the technology itself and encompass the culture, people and process aspects in implementing and deploying business analytics.

### Organization, knowledge, projects

What are the root causes of these problems? One of the most essential is the fact that, as more and more functional areas such as sales, marketing, finance and customer service start to rely on inter-related metrics and performance indicators, the need to bring different parts of the organization into alignment and agreement becomes critical. But this is difficult. For many years, these functional silos have driven

their information needs in isolation from one another—and often quite successfully. Free from dealing with complex data inter-relationships, and with the ability to focus on their specific requirements, they have invested in decision support applications, data marts, reporting tools and predictive analytics solutions that met their needs but were not necessarily compatible with other parts of the organization. Even with the advent of enterprise-wide, operationally focused ERP solutions, the information delivery and analytical capability in some parts of the organization were overlooked. This led to multiple tools being deployed and many silos of data being developed over time.

For Business and IT, this poses a particularly difficult dilemma, namely how to bring down costs while supporting these diverse environments, and how to develop a common, enterprise-wide view of performance with so many variations on data definitions, metadata repositories, security models, user interfaces and toolsets. With these islands of expertise and divergent environments to deal with, it is difficult to leverage and share a common set of best practices, deploy a single information-based infrastructure, and provide an effective platform for business optimization.

In addition, not all such projects go through IT. With the demand for information exceeding the supply of resources, departments may find themselves without a means to get adequate support for their business analytics-related initiatives. This leads to projects that are not always on the business analytics roadmap, but may instead be funded by the business functions themselves, for their own use, and with outside or even non-approved vendors.

This results in organizational gaps with disconnected silos of knowledge and random projects that reinforce the problem instead of solving it.

*84 percent of Novices use a tactical and bottom-up approach for leveraging analytics, whereas 95 percent of Masters leverage analytics using top-down operational and financial goals with resource allocation integrated into everyday operations.*

The good news is that many organizations already recognize the problem. They know they need to break down these silos, spread knowledge across the enterprise more effectively and coordinate their business analytics projects to ensure focus on key business initiatives that are in line with the strategy and priorities. The question is how to move from the current state of uncontrolled behaviors to a more aligned and effective approach that delivers on the promise of turning information into a strategic asset. Figure 4 outlines how organizations should address the steps needed to become more mature in addressing these challenges:

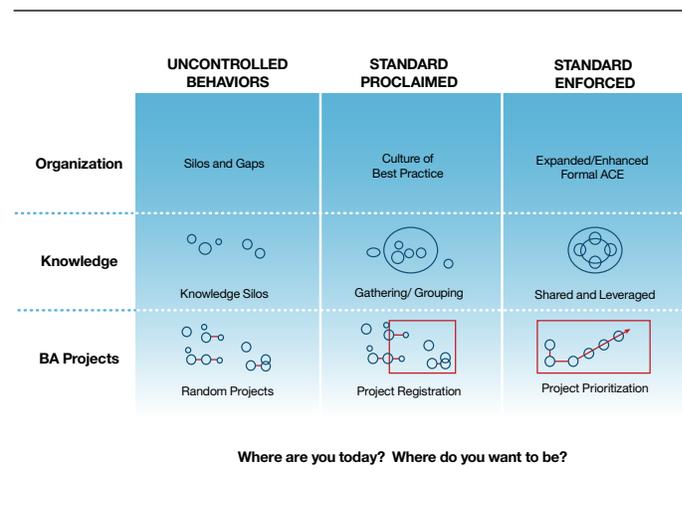


Figure 4: How organizations can become more mature.

### **Lacking confidence in the data**

Better decisions drive bottom-line improvement and are, in turn, supported by quality data. In this case, “quality” means not only accurate data, but consistently available, understandable and relevant data as well. When organizations lack faith in their data, their decision-making capabilities are compromised. They may waste time debating the numbers and even stop using the business analytics solution completely. Moreover, as confidence is jeopardized, the tendency increases for users to extract and manipulate their own data in small databases or spreadsheets. This further exacerbates the silo-based, institutionally disconnected data environment and mires the organization in decision-making deadlock.

To address these obstacles, organizations need to have the following key elements in place:

- A strategy to enable business priorities that align to corporate strategy.
- A roadmap that aligns people, process and technology with this strategy.
- A deployment plan that leverages technology best practices.
- A foundation of trusted information that is governed for consistency & accuracy.

An ACE provides the framework within an organization, which can work incrementally to unleash the latent potential inherent in the pools of data that automated systems have been generating for years.

### **Business drivers**

#### **Emerging trends**

To deliver on the promise of information as a strategic asset, many organizations are looking to foster a stronger partnership between business and IT teams. These emerging organizational structures, which often combine and align fixed teams in a virtual community, bring together people with interrelated disciplines, domains of knowledge and functional business expertise. Their goal: to achieve greater IT and business efficiencies on a foundation of trusted information, which in turn drives more effective decision-making across the enterprise.

The idea is not new. IT teams, such as Business Intelligence Competency Centers (BICC), BI Centers of Excellence (BI CoEs) and BI Shared Services, have become more common, with industry analysts evangelizing these best practices for many years. They have tended to focus on reporting, historical analysis, dashboards and scorecards. They work closely in partnership with data-related teams responsible for extracting, cleansing and transforming data to create enterprise-wide data marts and data warehouses to establish a foundation of trusted information.

More recently, In the Office of Finance, teams are forming focused on performance management for the executive and C-level users to better enable strategy execution down and across the organization. Their goal is to drive an enterprise scorecard-driven perspective of historical performance and future plans, budgets and targets with common key performance and predictive indicators.

What is now emerging is the integration and alignment of these various groups into a more coordinated, often virtual, team—an analytics center of excellence or ACE. Often more than a just a single team, an ACE program provides an organizational approach involving a well-defined and coordinated community of Business and IT stakeholders with authority on the direction and use of information assets across the entire spectrum of analytics, including traditional business intelligence, predictive analytics and performance management.

### The functions of an ACE

To fully support the organization, the most effective ACEs encompass a broad and comprehensive range of functions, as seen in the Figure 5 below.

Each of these functions is detailed in Table 1. By implementing these functions, the ACE can address the full spectrum of requirements to make business analytics initiatives and projects successful and broaden the user adoption of trusted information. Some of these functions may already be in place in some form. Others may be a high priority to address as part of the roll-out of an ACE initiative or the expansion of an existing competency center program. Each organization is unique and the priorities and plans for these functions will vary from one company to another. What is critical is to have a strategic view of the scope of the ACE responsibilities and a plan to implement these over time.



Figure 5: Analytic Center of Excellence Focus Areas.

ACE Function	ACE Benefit	ACE Activities
Best Practices and Standards Management	Sharing experiences and standardizing operations for greater efficiency and lower risk	<ul style="list-style-type: none"> <li>• Submission, review, approval and publication process</li> <li>• Knowledge management</li> <li>• Naming standards and business rules, methodologies and frameworks</li> <li>• Compliance with industry standards</li> </ul>
Advise and Consult	Providing the user community with guidance and knowledge transfer for greater effectiveness	<ul style="list-style-type: none"> <li>• Enabling self-service and mentoring of analytical skills</li> <li>• Advising on new technologies, concepts, capabilities and process improvements</li> </ul>
Community Services	Providing the user community with value-added development services of information assets	<ul style="list-style-type: none"> <li>• Development and modeling services and creation of a reusable component repository</li> <li>• Independent validation and quality assurance services</li> <li>• Project planning and remote delivery</li> </ul>
Communication and Evangelism	Gaining broader support and interest in the value of information	<ul style="list-style-type: none"> <li>• Communicating business analytics strategy and roadmap</li> <li>• Publishing success stories and progress reports</li> <li>• Supporting user forums, workshops and webinars</li> <li>• Demo sandbox for new technology capabilities and proofs of concept</li> </ul>
Enterprise Technical Architecture	Defining a technology architecture that supports the enterprise in a scalable and extensible fashion	<ul style="list-style-type: none"> <li>• Enterprise Reference Architecture</li> <li>• Capacity planning, security, version control, migration and upgrade</li> <li>• Shared service center, cloud architecture, maintenance and support</li> <li>• Development, test and production</li> <li>• Performance, fault tolerance, high availability and load balancing</li> </ul>
Support	Providing readily available expertise to answer questions and resolve problems	<ul style="list-style-type: none"> <li>• Help desk operation/alignment</li> <li>• Case management, tracking and knowledge base</li> <li>• Support training (troubleshooting)</li> <li>• SLAs and escalation</li> </ul>
Education	Continuously improving the skill set of the community for greater self-sufficiency	<ul style="list-style-type: none"> <li>• End-user adoption and training roadmaps by role</li> <li>• Self-paced training, instructor-led training and train-the-trainer</li> <li>• New user orientation and ACE internal training</li> <li>• Management, scheduling and metrics</li> </ul>
IT Governance Alignment	Aligning with IT management and operational processes for greater efficiency and lower risk	<ul style="list-style-type: none"> <li>• Risk management, change management and IT Portfolio management</li> <li>• Project management and resource management</li> <li>• Measures of success and management cadence</li> <li>• Funding requests and approvals, vendor and outsource management and license management</li> <li>• Alignment with overall IT governance</li> </ul>
Data Governance Alignment	Aligning with data governance processes to provide trusted information for effective decision making	<ul style="list-style-type: none"> <li>• Data ownership, data stewardship and data definitions (business glossary)</li> <li>• Security standards, data quality standards, compliance and privacy</li> <li>• Data governance KPIs and metrics</li> </ul>
Business Strategy Alignment	Determining business analytics strategies based on business priorities for maximum ROI and added value	<ul style="list-style-type: none"> <li>• Aligning and mapping business analytics strategy to business and corporate strategy</li> <li>• Enterprise roadmap—priorities and initiatives, value determination and validation</li> <li>• Driving cross-functional alignment and enabling business transformation, facilitating cultural change</li> </ul>

Table 1: ACE Functions, benefits and activities.

## Solutions

With an ever-changing and constantly demanding business climate, IT and line-of-business leaders find themselves challenged as never before to exploit every opportunity to improve efficiency and effectiveness for competitive advantage. If business analytics unleashes business potential, then an ACE unleashes the potential of business analytics.

### Value for the business and for IT

Often, the formation of an ACE helps drive centralization of infrastructure and standardization of business analytics software. Ideally, this includes centralized data as well. An ACE provides a pool of talent for educating and supporting the community of business users on the tool capability and best practices. This drives up end user adoption and self-service, which benefits IT by reducing the reporting backlog, reducing the administrative overhead on IT support resources and leveraging economies of scale to drive costs down.

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*96 percent of Masters and 46 percent of Leaders agree that more than 25 percent of their organization's decision makers use analytics to support their decisions. They have an enterprise-wide solution that allows and supports business user self-service. Whereas 0 percent of Novices and 4 percent of Builders agree that more than 25 percent of their decision makers use analytics.*

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The ACE typically takes responsibility for common business analytics-related standards such as naming, design, templates, reporting, and the business analytics portal, among others, as well as methodologies, frameworks and reference architectures. These common standards make IT more efficient by re-using the standards instead of reinventing them in different silos.

The ACE regularly communicates the results of successful projects and the status of the business analytics roadmap. In this capacity, it serves a critical role by evangelizing how new business analytics innovations can address specific business requirements. In this way, the ACE provides clarity on how IT investments are adding value to the business.

### The value for the business

Business analytics investments are only valuable if they are tied to business strategy. The ACE provides the critical link by which business needs are supported by actionable information. The ACE is the focal point for consensus and decisions on sometimes competing priorities. Within this context, it determines the business analytics roadmap as it evolves over time, ensuring proper alignment with strategy and fostering a common language for collaboration across the business.

Because it serves as a centrally available source of knowledge of the data and experience in advanced analytics, the ACE can advise and consult for the business to drive more self-service out to knowledge workers, content authors, analysts, and general business users. The value to the business is a greater agility in responding to—and in many cases anticipating—rapidly changing business requirements,

without having to go through an IT bottleneck. The business can now focus on improving specific management processes by making them more efficient (for example, reducing reliance on time-consuming spreadsheet maintenance and verification) or enabling more effective processes that were previously starved for information (such as improving sales effectiveness by adding visibility of marketing activity at the customer level).

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*96 percent of Masters and 57 percent of Leaders have measured and shared successful outcomes of analytics across their organization. They have a documentation process to capture how the use of business analytics has changed the way the organization operates—whereas only 0 percent of Novices and 5 percent of Builders share successful outcomes of analytics in a systematic way.*

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With silos of information, it is common to have the same data defined in different ways or for different data to be mistaken by a similar definition. This is often visible to the business at the KPI/metrics level where data is exposed on scorecards, dashboards and reports. To resolve issues of definition requires clear ownership and accountability. For example, who owns “revenue/headcount”? How should that be defined? Is there alignment on the definition across the organization?

Having trusted information requires appropriate stewardship to continually improve the quality of the data. The ACE should align with an existing data governance program (or sometimes may be the instigator for such a program) as ACEs are often the source for reporting on quality and process metrics for proper and effective data governance. Also, the program standards can ensure that the deployed business analytics environment utilizes features such as business glossaries and data lineage displays so that everyone in the organization is more effective, efficient, and working from the same “playbook” of data definitions and meaning.

#### **Guiding principles for implementation**

Identifying the value is one thing. Making it happen is quite another. Keep the following considerations in mind as you work toward making an ACE a reality within your organization:

##### **1. Acknowledge the need for change**

Companies often form ACE programs because they are driven by urgency for change in order to meet a specific business need for better decisions. Who is feeling the pain? Who is raising the need? How is this being expressed? Is there a willingness to institute change, at least in some parts of the organization?

To make change happen and to make it persistent requires sponsorship at the highest levels. It is vital to have a C-level or VP-level sponsor of the ACE initiative because the primary goal—optimizing business performance—is the outcome they expect.

## 2. Interlock IT and business teams

An ACE becomes most critical when there is a recognized need to partner across functional boundaries. To succeed, this cannot be a strictly IT-driven initiative – business teams need to be actively involved in the creation and operation of the ACE. One way to accomplish this is to establish a defined membership in a business analytic center of excellence, which brings the right business stakeholders together with the appropriate supporting teams. Who belongs in the community can be determined by asking these questions:

- Who are the business users who work with data on a regular basis?
- Who are the knowledge workers, analysts and content authors in the business who are responsible for providing reports, dashboards or scorecards to others or doing deep analytics in support of management?
- Who are the Center of Excellence teams involved in supporting the delivery of the packaged data, reporting foundations, master data management or unstructured content?

The need will not be the same in every area of the business at any point in time. Those who are feeling the pain now and see the urgency for change are typically prime candidates to be early participants in the formation of the ACE. They will help form the initial ACE community and become the guiding team to drive the first steps to success.

## 3. Develop a strategic plan through organizational readiness

Once you have established the need, have a committed set of executive-level sponsors and have identified the initial set of business stakeholders, you have the core elements in place to build an ACE plan and prepare the organization accordingly. An important first step is to review your organization's perception for creating an ACE and your current maturity level. Keep in mind that some of the core teams may already be in place, even if they aren't formally identified as being part of an ACE.

As outlined in the Figure 6 below, this involves a number of steps:

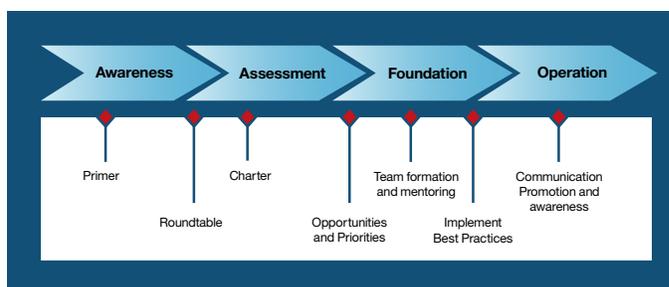


Figure 6: Steps for Creating an ACE.

**Awareness.** Ensure all appropriate groups—including IT and business organizations with a vested interest—are aware of the purpose and value of an ACE and the intention to build one within the organization. One or more ACE primer-type sessions might be needed to help evangelize the idea and build agreement on the need.

**Assessment.** Use a series of in-depth roundtable workshops and functional maturity assessments to determine the current as-is state and the desired future state for the ACE within an appropriate timeframe. Create an ACE charter that defines the ACE authority, governance structure, scope, roles, responsibilities and roadmap to achieve the desired state. This step may require a business case to justify and fund the development of the ACE.

**Foundation.** Start the process to build up and launch the ACE including the execution of the initial ACE functions, such as best practices, standards management, education, etc. This build-out phase often coincides with a set of high-value and high-profile business analytics-related projects that provide the leverage and opportunity to simultaneously invest in an ACE. Start communicating to a wider audience within the organization about the ACE strategy and roadmap, and that the ACE is now “open for business”.

**Operation.** Once the ACE is off and running, it is time to consider expansion (more functions, more geographies), improvements or refinements, and opportunities for greater efficiencies, such as outsourcing some functions.

### Critical success factors

**Effective ACE governance requires IT and the business at the table.** The business should be driving the investment decisions and priorities. To be successful, the business must partner with IT to ensure solutions, processes, and infrastructure aligns with the organization’s strategic investment decisions. With the establishment of good governance processes and with the right representation from the business, the elements are in place to ensure effective communication between the various functional areas involved. The key outcome is a greater sense of ownership by the business for business analytics-related initiatives.

**Think strategically but act tactically.** Look for opportunities to bring quick but valuable wins to the organization. Projects with long development cycles and extensive scope can negatively impact a sense of momentum and lower commitment to the business analytics vision. Once wins are established, those successes should be regularly communicated to the broader community of users, executive management and the business in general. Success will generate interest for new initiatives, further expanding the benefits of business analytics.

**Measure your success.** With some early successes accomplished, it is important to then continually and quantitatively measure the benefits that the ACE has brought to the organization, both directly in terms of efficiencies and productivity—for example increased user adoption, improved data quality and lower total cost of ownership—and business benefits, including business process improvements and more cross-functional views of performance.

**Build trust in your data.** Trust is earned over time and requires a continuous process of improvement in quality as data becomes more integrated and the scope becomes wider. If a data governance program already exists, then the ACE should be an active participant in the program, as it will be a key beneficiary of data quality and a key stakeholder in data stewardship processes and data ownership policies. If a data governance program does not exist, then the ACE initiative can be used as a catalyst to create one.

**Training, mentoring, coaching.** Regularly scheduled, ongoing training programs are essential—not just in the use of the technology but also in the effective use and analysis of the data. The ACE should have a comprehensive set of training roadmaps and mentoring programs for various skill levels—including “on-demand” self-paced training modules, virtual training sessions, instructor-led training, and informal offerings such as lunch-and-learns and user-group meetings. Deep product training is critical for the in-house help desk and related support functions.

**Reduce redundant toolsets and drive towards standardization.** Having multiple tools that do the same thing (for instance, tools for budgeting, planning, forecasting, reporting, historical and predictive analysis, data integration, and data quality) can drive up costs for training, security, maintenance and vendor support. It can also impede end-user adoption because various user interfaces must be learned. However, standardizing on tools takes time as users begin to understand the benefits of changing from a tool they are familiar with to one they must learn. Previous successes with the same standard tools elsewhere in the organization can help demonstrate the value of using the standard in the new area of the business.

**Look for new technology horizons to add value to the business.** The ACE has a responsibility to keep ahead of the technology curve while the business remains focused on strategy and execution. By researching where business analytics and other related technologies are headed, such as mobile computing, the ACE can bring new value and innovation to the business that supports the overall strategy and can improve efficiency and effectiveness in previously unforeseen ways.

## Conclusion

By helping promote a performance-centric culture throughout the organization and by facilitating adoption in areas of the organization that can benefit the most, an ACE can help an organization unlock insights in its data and new capabilities in its people, and become more agile and competitive in the process. By breaking down the silos, by driving a business analytics roadmap that supports strategy to execution and by delivering better quality data, an ACE provides the business a cross-functional view of enterprise performance.

Establishing a successful ACE depends on the right planning. Organizations that take a measured, well-managed approach—synergizing people, process and technology—are more likely to succeed. Those that do will gain wider support, contribute significant cost savings to the corporate balance sheet, and help turn information into a truly valuable and strategic asset.

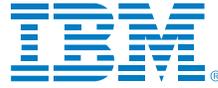
## About IBM Business Analytics

IBM Business Analytics software delivers data-driven insights that help organizations work smarter and outperform their peers. This comprehensive portfolio includes solutions for business intelligence, predictive analytics and decision management, performance management, and risk management.

Business Analytics solutions enable companies to identify and visualize trends and patterns in areas, such as customer analytics, that can have a profound effect on business performance. They can compare scenarios, anticipate potential threats and opportunities, better plan, budget and forecast resources, balance risks against expected returns and work to meet regulatory requirements. By making analytics widely available, organizations can align tactical and strategic decision-making to achieve business goals. For further information please visit [ibm.com/business-analytics](http://ibm.com/business-analytics).

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