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IBM **Information Management** software

**IBM Information On Demand:
delivering the business value
of information.**

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In the global economy, information is key for competitive success. But companies struggle to free this information from departmental silos and deliver it to the right person, at the right time, in the appropriate context.

For most organizations, limited access to poor-quality information is no longer merely a chronic irritation. It has grown into an acute problem.

Today, however, most organizations still struggle with fragile, inflexible information architectures that do not inherently support the adaptability required to meet current competitive challenges.

An Information On Demand commitment from IBM

To enable organizations to have the solutions and expertise they need to transform the ways they manage their information, IBM is committing \$1 billion and growing its base of practitioners with relevant skills by 65% over three years to support its *Information On Demand* solutions strategy.

This investment in *Information On Demand* will fund new research, product development, strategic acquisitions, client support, sales staff, and new partner programs. In addition, a new IBM *Information On Demand* Center of Excellence, a framework for success, and six solution offerings will help IBM customers quickly put their information to work for their businesses.

Information as a strategic asset

More than 60 percent of CEOs and line of business executives say quality information is their top priority for improving business processes, employee productivity, and customer satisfaction.¹

Yet most companies struggle to use information effectively. Although companies have automated many of their individual business processes – to improve their supply chains, reduce product cycle times, better understand their customers, or lower transaction costs, for example – this has often left information fragmented and duplicated across their enterprises.

Typical enterprises have their various business processes running on multiple applications, middleware, databases, servers, and operating systems, and although they communicate with one another, it is often impossible to get a comprehensive and unified view of information across these sources. Nearly 80 percent of organizations have two or more data repositories, and one in four firms have more than 15 data repositories. The average \$1-billion company operates no fewer than 48 disparate financial systems and 2.7 ERP systems.¹

So many different versions of the truth slow decision-making, responsiveness, and the ability to pursue new business opportunities or react to market forces. In such an environment, trusted information simply is not available, squelching opportunities to optimize processes, improve customer care, and increase employee productivity.

It doesn't have to be this way. Organizations that are highly effective at information integration across the enterprise are five times more likely to drive value creation than those who are poor at it.²

IBM's *Information On Demand* helps companies derive new business value from information by making it freely available to any customer, employee, partner, or process authorized to use it. IBM's *Information On Demand* approach can help companies reduce risk, drive innovation, and improve business operations, worker productivity, and client care.

Measuring information maturity

To help organizations assess where they are on the road to *Information On Demand* and how they can progress toward using information as a strategic business asset, IBM has established the IBM *Information On Demand* Center of Excellence.

Using the Center's *Information On Demand* maturity model, organizations can determine where they are now – and where they must go to remain competitive. The model describes five stages of maturity of information use.

- **Stage 1: Data to run the business.** *Here the focus is on data and reporting. Mainly static, structured data is used operationally or in lightweight reporting. No cross-system version of the truth exists, and when information is integrated, it is done largely in spreadsheets or local databases.*
- **Stage 2: Information to manage the business.** *As they achieve basic information interaction, organizations shift to a tactical content management system and point-to-point integration of structured data for basic reporting and analytics. Although information integration techniques like data warehousing are likely employed to help manage the business, information is not yet considered a strategic asset to the business and these organizations have not developed a plan for their information infrastructure.*
- **Stage 3: Information as a strategic asset.** *These corporations no longer see information as merely a byproduct of operations – it is, rather, a business asset that can lead to greater innovation and differentiation. Organizations at this stage seek to free their information from silos, typically beginning with master data management techniques. Organizations in this stage begin to recognize the need for a strategic information infrastructure, often implemented via the virtualization principles of service oriented architecture and integration of unstructured information, such as email, with their structured sources. Organizations will also begin to look at more robust governance models so that their information retains its value and is managed throughout its lifecycle.*

- **Stage 4: Information to enable innovation.** *Here organizations seek ways to use information to enable innovation. They have already leveraged standards and virtualization techniques so that trusted information is seamless, and available as a service that can be used by any business process. Structured and unstructured information sources are fully integrated, and business context of information is well understood. These companies focus on using information to innovate processes, providing predictive and proactive management of all business processes.*
- **Stage 5: Information as a competitive differentiator.** *Here organizations are using information to streamline business processes and leverage their internal and external value networks to provide enhanced products and services to customers and add value to partner and supplier relationships and interactions. Organizations at this stage of information maturity realize the value of their information as a source of competitive differentiation and use it to quickly sense and respond to changes in the market and their businesses.*

To help organizations cost-effectively progress through these information maturity stages, the Center of Excellence supports six new solution portfolios that provide organizations with an understanding and assessment of their current information architecture maturity as well as a quantitative summary of information health and prescriptive guidance on how and where to begin focusing their efforts.

IBM's *Information On Demand* Center of Excellence is staffed with *Information On Demand* experts, including solution architects, information architects, and researchers from across IBM Business Consulting Services, IBM Software Group, and IBM Research. These experts assist customers with thought leadership, solution development and client support, and competency development.

Nobody does it better

IBM's *Information On Demand* leadership

IBM's *Information On Demand* delivers a complete information management solution set on the market, enabling organizations to move from a project-based architecture to a flexible, service oriented architecture. IBM can deliver the complete combination of technology, skills, methodologies, and best practices needed to build this flexibility within organizations.

IBM has the technologies. IBM has developed an extensive set of technology capabilities in the market, having built, acquired, and integrated a broad set of information management technologies.

IBM's solutions for Master Data Management help enterprises manage key information around people, products, items, and entities. IBM's Entity Analytics solutions help corporations determine who is who and who knows whom within the context of a particular business problem (e.g., fraud, relationship management, intelligence).

IBM's approach to *Information On Demand*

IBM's approach to *Information On Demand* is constructed around four critical competencies that enable companies to mature along the *Information On Demand* Maturity Model. These competencies are supported and automated by IBM *Information On Demand* technologies, and developed and strengthened through IBM Global Services offerings. An organization's mastery of these combined competencies determines where it is in the maturity model at any time:

Competency 1: governance and change management. To get the right information to the right people at the optimal time and in the appropriate context, organizations must integrate their business strategy with their information strategy. Once determined, this strategy can be carried out via corporate governance policy and execution. The result: information is controlled and managed across the extended enterprise, supporting both new, more integrated business processes as well as legacy processes.

Competency 2: continuous business innovation. If information is to be available and accessible across the extended enterprise, then it must be separated from specific, narrowly-focused business processes. Once this is achieved, innovation can be introduced into all processes using information that is enriched, authoritative, and complete.

Competency 3: information in context. Information loses its value unless it is focused, relevant, and actionable whenever it is needed. This is "information in context." To put information in context, it must be semantically reconciled across all of an enterprise's various technology silos and business contexts, whereupon its meaning can be fully understood, and it can be directly embedded into any appropriate business process.

Competency 4: a flexible infrastructure. To sustain competitive advantage, an enterprise must be able to adapt quickly to changing business requirements. To realize such adaptability, an enterprise must commit to a framework in which all of its information assets – including both structured data and unstructured content – can be seamlessly integrated and holistically managed.

IBM also provides an industry-leading platform that integrates structured information regardless of where it resides in the enterprise, while IBM's new Viper database provides native XML support. And IBM's commitment to a service oriented architecture – making information available as a service – is a cornerstone to building a flexible architecture that can respond quickly to market and business changes.

IBM has the consulting, middleware, infrastructure, and systems integration expertise.

No other company can offer a set of solutions as comprehensive, cohesive, or proven. The combination of expertise, experience, methodology, and best practices – aligned to specific industry verticals means organizations can:

- **Innovate and drive key On Demand initiatives, such as information integration, business intelligence, business performance management, business transformation, multi-channel commerce, RFID, merger and**

Introducing IBM's *Information On Demand* Solution Portfolios

Part of a framework that provides an information strategy and governance, underlying business enablement practices, information management practices, and integrated technology, IBM's six new *Information On Demand* solution portfolios include:

- **IBM Business Process Innovation solutions, which enable the design and deployment of high-value business processes based on improved insight. The solutions focus on search, analytics, data placement, and synchronization to enable the right-time delivery of information in-line and in-context for analysis.**
- **IBM Business Analysis and Discovery solutions, which go beyond static reporting and information access to integrate structured and unstructured information, place critical information into context, and provide the insight that can power innovation and competitive advantage.**
- **IBM Master Data Management solutions, which are a set of services, technologies, solutions, best practices, and governance processes for creating and maintaining a single version of the truth for enterprise information domains such as customers, products, suppliers, and constituents.**
- **IBM Risk and Compliance solutions, which enable companies to meet regulatory requirements, respond to business continuity threats, and help reduce exposure to fraud by collecting and analyzing appropriate information and identifying risks before they cause problems.**
- **IBM Knowledge Worker Productivity solutions, which help companies attack information overload in work environments so workers spend less time searching for and managing information, and more time using it to make better business decisions.**
- **IBM Business Performance & Process Management solutions, which are built on IBM's deep industry expertise and industry-specific Information Framework Process and Data models, these solutions provide business executives with critical information and insight, drawn and analyzed from across the enterprise, to respond quickly to problems and exploit opportunities.**

acquisition consolidation, master data management, and regulatory compliance.

- **Help achieve numerous business goals, such as better understanding of customer expectations, improving the efficiency of business processes, increasing employee productivity, and improving customer satisfaction.**
- **Quickly find, integrate, and enhance the quality of large amounts of data stored within their enterprise and centrally manage information stored across a variety of structured and unstructured sources, from IBM and non-IBM vendors, in real time.**
- **Extract new value – such as customer information, supply chain patterns, customer service, and public opinion about product quality – from their business information and take advantage of hidden gems underneath today’s exploding volumes of data.**

Information On Demand Product Offerings

Underlying the solution portfolios are the IBM Information Management technologies that enable and automate the critical competencies. The infrastructure supporting *Information On Demand* must be flexible enough to meet varying demands. IBM is continuing to invest in these technologies to automate and optimize the innovative use of information.

IBM delivers product offerings that can help you optimize your IT infrastructure through:

- *Automation capabilities and advanced tools that streamline database administration and development and provide easy publishing of data as a service.*
- *Content management and access services that allow for universal content control and easy publishing of content as a service*
- *Information integration services that allow information to be understood, cleansed, transformed, and moved, easily publishing trusted information from heterogeneous sources as a service*
- *Master data management services that integrate, manage, and publish master information on products, customers, and other core business entities, and provide industry-specific accelerators to jump-start projects*
- *Analysis and discovery services that provide detailed insight into information, allowing people, processes, and applications to access this insight as a service*

By providing the necessary building blocks for an information infrastructure, IBM Information On Demand solutions can help you capture, organize, integrate, transform, analyze and use information to create business value.

A new era of information management

Forward-thinking business leaders have already understood the importance of managing information as a strategic asset, and are on the move:

Citizens Bank. Following 26 acquisitions between 1999 and 2004, Citizens Bank needed an integrated view of master customer information and wanted to create a consolidated Enterprise Risk Data Management environment to enable Basel II and Sarbanes-Oxley compliance and reporting accuracy.

Key to this effort was the alignment of multiple strategic corporate initiatives with the product and service capabilities of a single vendor – IBM. Result:

- *A single reconciled version of risk exposure across the bank lessened loss reserve requirements,*
- *Hardware costs were reduced,*
- *Enterprise data was shared while and data storage requirements were contained.*

Where to begin

The decisions companies make today around how they manage information will determine their future.

Begin by evaluating your own information architectures against IBM's *Information On Demand* maturity model to compare the costs and risks of remaining where you are versus the benefits of moving forward in maturity.

IBM offers multiple tools for this effort that give prescriptive guidance on starting points and actions to take. The first is a web self-assessment, which provides a high-level, self-guided assessment of where you are in the maturity model. The second is a set of three fast-start service offerings that provide deeper insights into your current maturity level as well as feedback about the health of your information architecture.

These three fast-start offerings, each two to four weeks long, are available from the IBM *Information On Demand* Center of Excellence to help organizations understand IBM's *Information On Demand* strategies, assess their own capabilities, and begin the journey to realizing improved value from their business information.

City of New York Police Department. Multiple police databases held billions of records that needed to be accessible from the street so arrests, complaints, summonses, homicides, shootings, locations, 911 calls, etc., could be correlated.

The key to success was the timely delivery of both structured and unstructured information. Result:

- *Timely access to information can save lives, since information reaches officers within minutes, instead of days or weeks,*
- *Resource deployment has improved thanks to rapid trend analysis,*
- *Repeat offenders are quickly identified, so they can be appropriately handled.*

- **Business Value Assessment** *delivers a solution-specific value read-out and business case support that addresses architecture, key performance indicators, total cost of ownership, and return on investment associated with the deployment of specific Information On Demand initiatives. Included: assistance in defining pain points; Information On Demand product and services solutions; economic value realization scenarios; an implementation roadmap; and resource requirements.*
- **Information Maturity Model Assessment** *measures enterprise capabilities to deliver Information On Demand based on the best practices of other organizations. Included: prescriptive actions to better support information requirements; a gap analysis of technology, process, and organizational resources; and a remediation and capabilities improvement roadmap and recommendations.*
- **Architecture Health Check** *provides technology-focused architecture planning and a transformation roadmap, assessing current-state architecture, then mapping Information On Demand initiatives and technologies to a future-state architecture. Included: an enterprise Information On Demand initiatives review; mapping of these initiatives to the IBM Information On Demand Reference Architecture and Patterns; and recommendations on roadmap and transition.*

Wachovia. Like many large corporations, Wachovia has multiple lines of business, each making significant IT investments. When Wachovia merged with First Union, things became even more complex and several business units realized a critical need for unified access to scanned documents housed in different repositories managed by different software technologies.

The IBM solution: separate information and process, leaving the documents in place, migrate indexes, and leverage IBM® WebSphere® Information Integrator Content Edition as a common access layer to bring the necessary legacy documents together. This saved 25 percent of the cost of a conversion and inspired similar solutions in other operations. Bottom line:

- *Fifty-fold increase in requests for content, indicating customers are being better-served,*
- *\$2.3 million savings in two years, representing a 64% ROI,*
- *\$1 million savings for each new business unit needing a common view of the customer.*

Using these Assessments, organizations can get an understanding of their current information architecture maturity and use both the quantitative summary of information health and the prescriptive guidance to explore how and where to begin focusing their efforts on managing information as a strategic asset.

And thanks to IBM's ongoing commitment to its *Information On Demand* solutions strategy, organizations will have the expertise and technology resources they need to quickly put their information to work for their businesses.

For more on IBM's *Information On Demand*, visit ibm.com/informationondemand.



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¹ IBM Attributes & Capabilities Study, 2006;
client interviews and industry analysts, 2005.

² IBM Global CFO Survey, January 2006.

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