

**IBM Cognos Performance**  
Better Intelligence. Better Business.

# 5 Tips for Driving Enterprise-Wide BI and Performance Management Success



# #1

**CIOs chose Business Intelligence and Analytics as the #1 most important visionary plan element – IBM Global CIO Study, September 2009**

**Organizations experience up to a 20% increase in productivity when using BI and PM – IBM Cognos ROI Evaluation Report, Nucleus Research, May 2009**

# 20%

**68% of organizations are considering or actively implementing BI technologies – Forrester, The Business Case for BI, Now More Critical than Ever, Boris Evelson, August 2009**

# 68%



BUT...

*Penetration of active users is only 24% – Pervasive Business Intelligence, TDWI, 3<sup>rd</sup> Quarter, 2008*

24%

*“Only 14% of companies are connecting strategy to execution with their BI and Performance Management Initiatives”*

*– Computerworld survey, March 2009*

14%

67%

*Cite lack of time, budget and resources as their main challenge for implementing BI and Performance Management Initiatives*

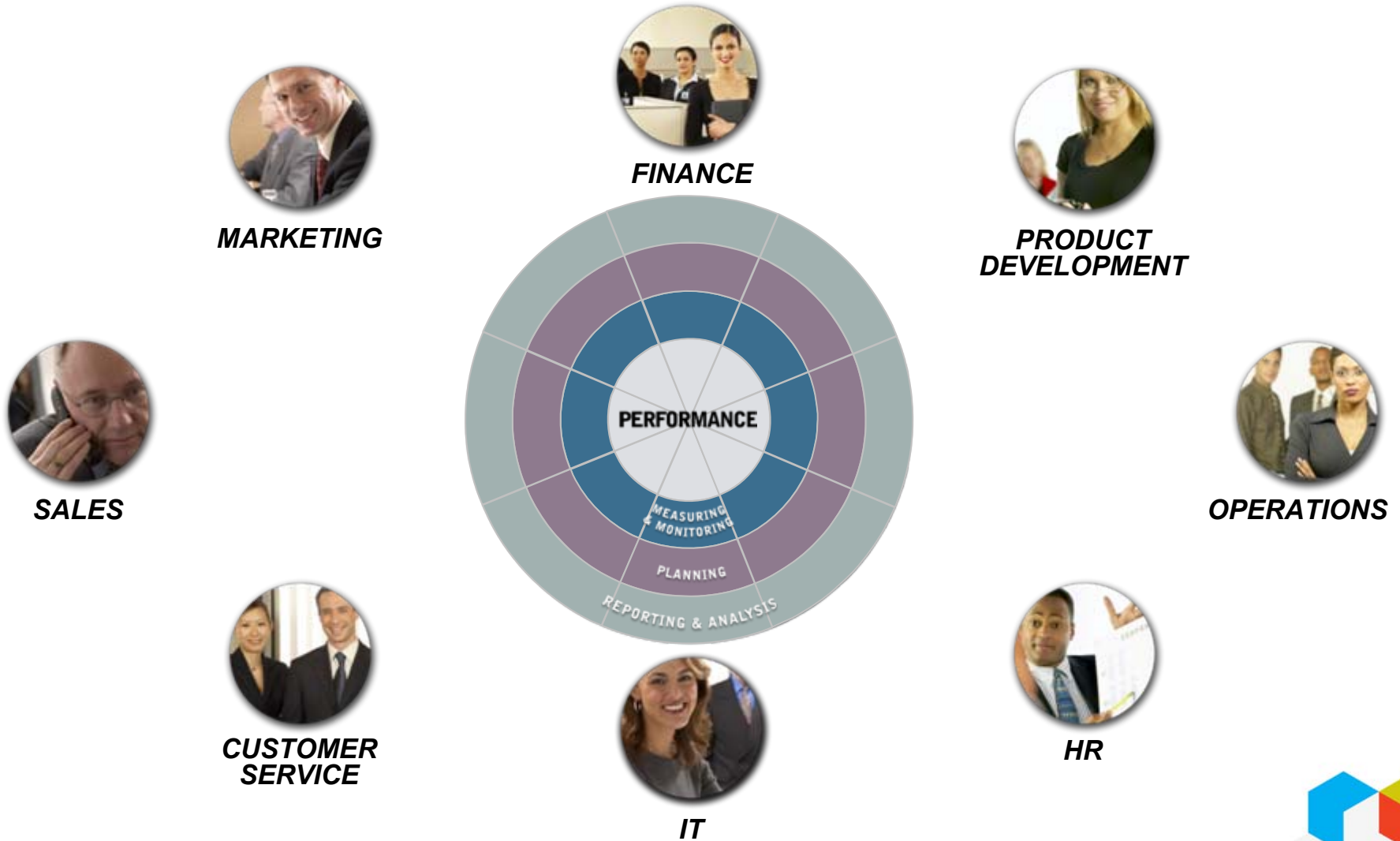
*– 2009 Computerworld survey*



Huh?



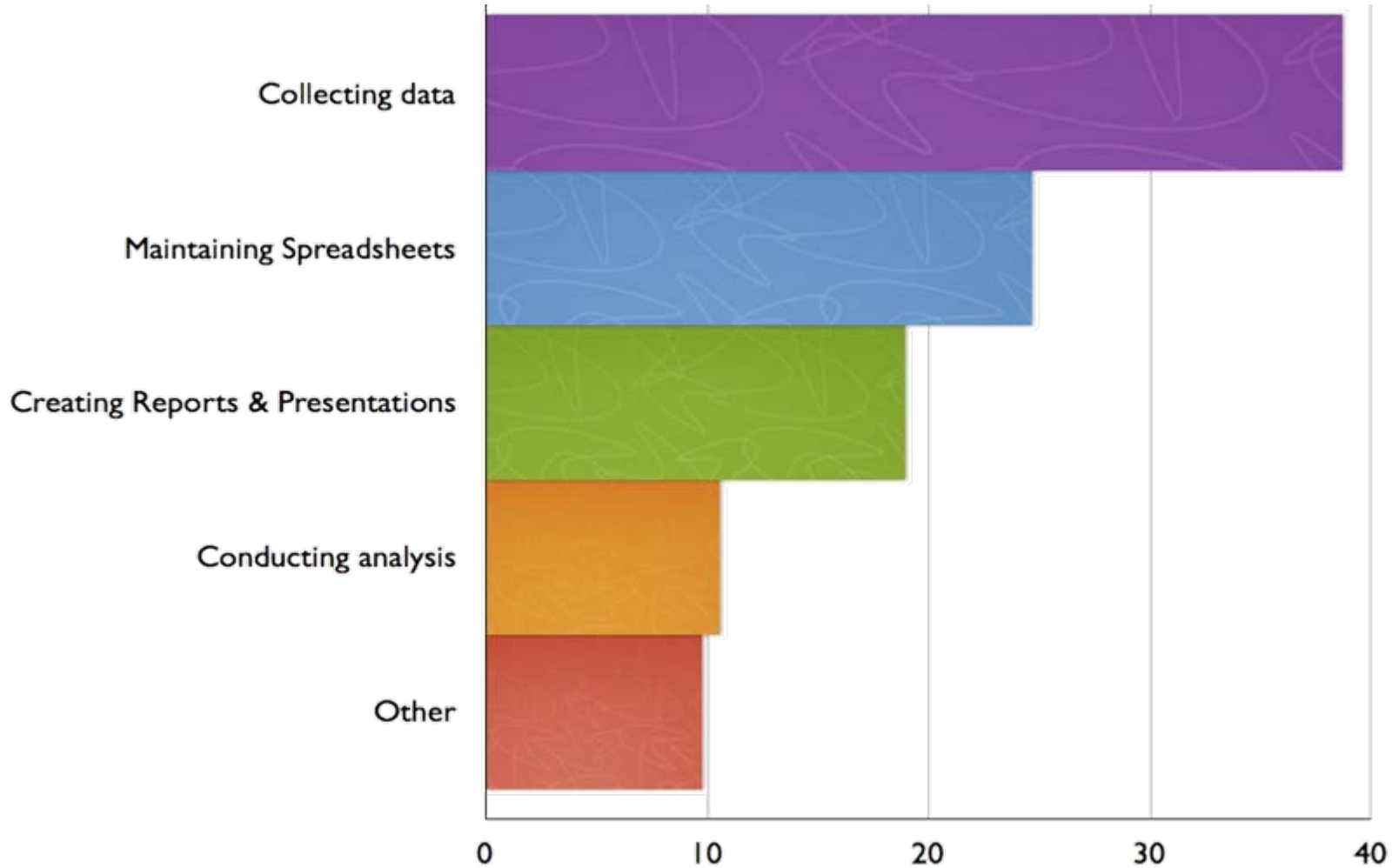
# What are we trying to achieve?



# Three Questions that Drive Performance



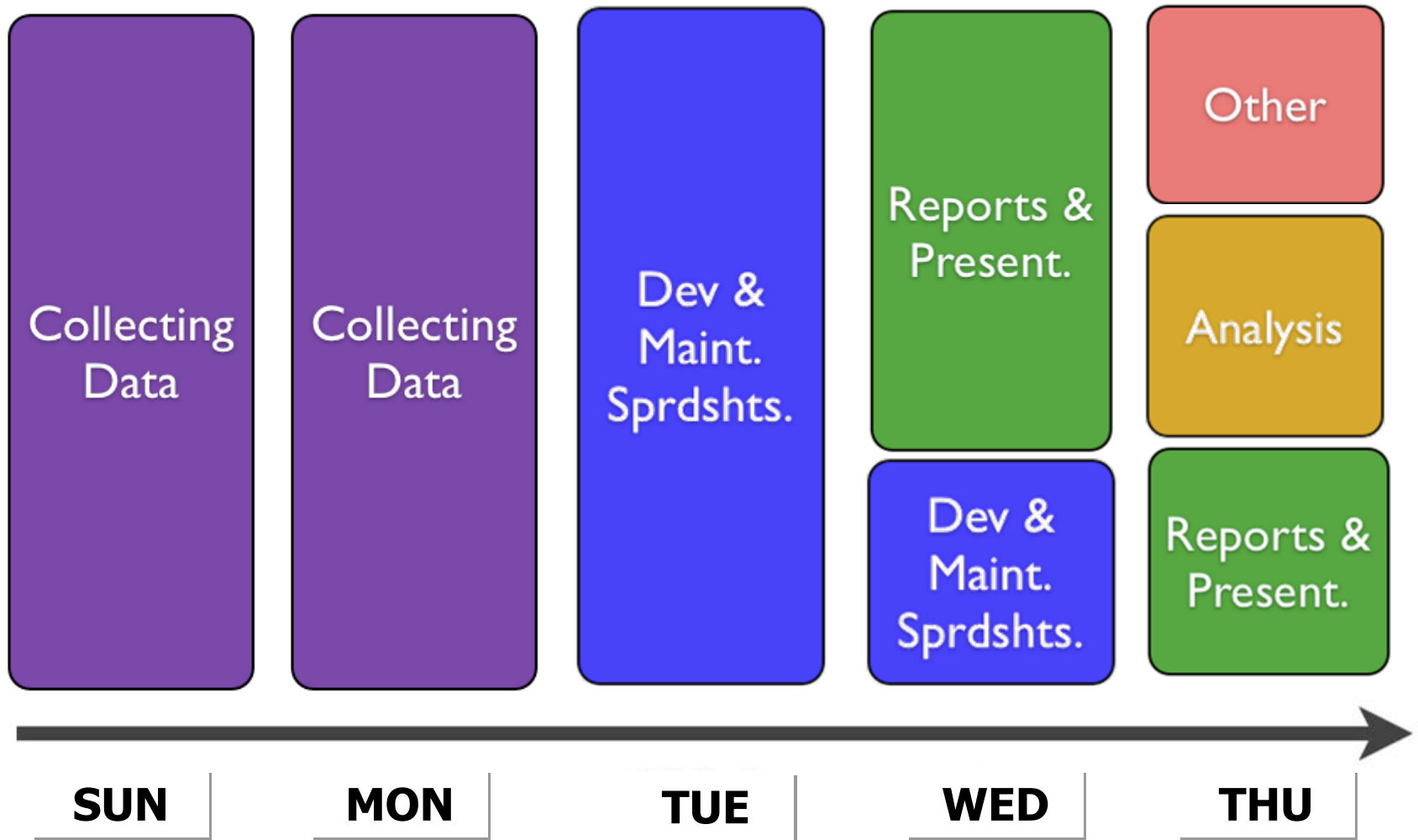
## *How do we spend our time?*



Cognos Planning Survey 2008



## Same data...different perspective





## The Value

*“Companies looking to increase returns on their business intelligence (BI) investments should standardize their use of BI across their enterprise as a way to increase user adoption, reduce costs, and improve workflows.”*

“Guidebook, Enterprisewide BI”,  
Nucleus Research,  
D. O’Connell, May 2008

- Competitive Advantage and Growth Opportunities
  - Increased access to timely, relevant, & more consistent information that improves decision making and ability to assess profitable growth areas or respond to change quickly
- Productivity Gains
  - Move up the value chain - spend time developing action plans instead of disputing the figures and less time authoring with disparate tools
  - Accelerated deployment due to knowledge share of best practices
- Streamlined spending and reduced overall cost of ownership
  - Reduced cost and duplication of effort (human and technical capital) as well as the number of servers deployed, maintenance efforts, training costs



## *Outcomes of Best Practice BI And PM Initiatives*

- IBM Cognos software can **improve the productivity of workers** involved in reporting, finance, or analysis by up to **20 percent**
- Nucleus finds that when organizations use IBM Cognos software to improve the productivity of its workforce or analyze how it is deployed, **staffing needs can be reduced** by up to **15 percent**
- Nucleus finds that IBM Cognos software enables companies to **reduce asset levels** by up to **15 percent**



*ROI Evaluation Report, IBM Cognos Software, Nucleus Research,  
May 2009*



*So What's the Problem?*

*Top 5 common challenges:*

Piecemeal Solutions

No Strategy

No Organization

Politics and Culture

No Business Case



## 5 Best Practices



1. Prepare your BI and Performance Management Strategy
2. Build your Business Case
3. Navigate Politics and Culture
4. Organize Internally for Success
5. Deliver a “Whole” Solution



## 1. Prepare your BI and PM Strategy

### Resources to help you:

- Assessment Tool to Benchmark your Organization
- Performance Manager Books (Industry versions)
- BI and Performance Management Overview Presentations
- Business User whitepaper series and Demos
- Business Confidence whitepaper and demos

[www.cognos.com/cognos/champion](http://www.cognos.com/cognos/champion)

1. Business Strategy
  - What are the organization's top business objectives?
  - What are the priority business unit objectives?
2. Technology and Process Strategy
  - What users are involved to fulfill requirements?
  - What capabilities are required to meet the needs of users?
  - What standards are needed in process and technology to support these goals and why?
  - What information is needed from which systems?
3. Information Management Strategy
  - Define what requirements are needed to support your business and technology strategy to deliver confidence in information:
    - Access to information and reach (federation, sourcing)
    - Trust in information (quality)
    - Information Understanding (lineage, glossary)





## 2. Build your Business Case

- Demonstrate key quantifiable and qualitative objectives your business case will meet and link to the top business objectives
- Demonstrate ability to provide visibility into past and current conditions and ability to forecast future possibilities
- Outline Business efficiencies (productivity)
- Quantify potential ROI
- Demonstrate core IT efficiencies and values (agility, performance, scalability, reduction in workload, increased productivity)
- Working with business partners, qualify and quantify business value the current deployment has already seen
- Predicted headcount, resource allocation and budget needed to satisfy requirements
- Existing technology investments that will be leveraged for this initiative vs. new technologies needed
- Evaluation of technology needed to support strategy with proof points

### Resources to help you:

- Nucleus ROI Evaluation Report
- Customer Case Studies and ROI Studies
- ROI Calculator and ROI Education Guides
- Value whitepapers
- Analyst reports and Gartner Magic Quadrant as proof points for technology selection
- Guides for articulating value of BI and PM solutions that leverage ERP and other technology investments

[www.cognos.com/cognos/champion](http://www.cognos.com/cognos/champion)



## 3. Navigate Politics and Culture

### Resources to help you:

- Performance Management Experience Workshops
- Broad User Adoption Best Practice Whitepaper
- Executive Buy-in Whitepaper
- 10 Ways to Showcase your Initiatives Whitepaper
- Education offerings and CBT's
- Analyst views on using BI and PM with SAP and other ERP technologies

[www.cognos.com/cognos/champion](http://www.cognos.com/cognos/champion)

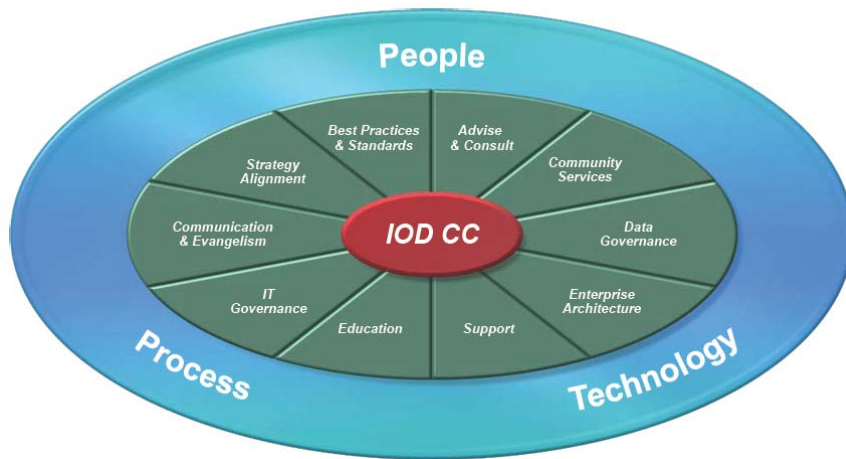
### Most Political Situations Occur because:

- Stakeholders do not understand the plan
- Stakeholders do not understand the value and what it means specifically to THEM
- Business and IT alignment is weak and lacks communication and a common language
- There is no Executive Buy-in and support
- There is no credible proof point or support from other groups that have seen success
- There is no change management plan in place that will provide them with confidence and help them make a transition



## 4. Organize Internally for Success

- Create a Business Intelligence, Performance Management or Information Management Competency Center or Center of Excellence (BICC/PMCC/IMCC)
- Virtual or Structured
- Creation of standard processes, technologies and communication



Organization of Business Intelligence, BARC Institute, Wurzburg, August 2008

*“Companies with BICCs outperformed those without competence centers in every single category”*

## Resources to help you:

- Building a Business Intelligence Competency Center
- Customer Case Studies and ROI Studies
- BARC Research Report on Organizing for Success
- BICC Best Practice Documents
- BICC Presentation
- Information Management Competency Center Whitepaper
- BICC or IMCC Service Offerings

[www.cognos.com/cognos/champion](http://www.cognos.com/cognos/champion)





## 5. Deliver a 'Whole' Solution for Success

### Resources to help you:

- Business Confidence series
- Integrating, Modeling and Managing Data
- SOA whitepapers
- Value of the Platform Whitepaper

[www.cognos.com/cognos/champion](http://www.cognos.com/cognos/champion)

- Deliver a Platform for BI and Performance Management with the Information Management Approach that delivers confidence in Information:
  - Reach all information timely and reliably
  - Deliver a complete and consistent view of information
  - Cost-effectively scale as user community grows
  - Adopt existing infrastructure and respond to change
  - Provide the right capabilities to the right users
  - Deliver business confidence in information



## *Final Thoughts*

- Don't boil the ocean in the beginning – create a series of high-visibility successes and evangelize them
- Evangelism never ends – continued success needs to be promoted
- Training and communication is critical
- Change is hard – you need to promote trust and respect
- Understanding is key – if stakeholders understand the vision and how it can benefit them, they are more willing to make a change



*Drive BI Success for  
**Business Impact***

## *Continue Your Learning*

- [www.ibm.com/cognos/customercenter](http://www.ibm.com/cognos/customercenter)
  - The Cognos Customer Center is the single place to go for easy access to valuable IBM Cognos resources
- [IBM Cognos Proven Practices](#)
  - Source of tried, tested, and proven technical information to help you succeed with IBM Cognos products in your specific environment
- [IBM Cognos Training Paths](#)
  - View training recommended by role to determine which courses will help you increase your IBM Cognos skills
- [www.ibm.com/cognos/training](http://www.ibm.com/cognos/training)
  - Visit the IBM Cognos Education web pages to understand all of the ways that training can support the success of your solution
- [www.ibm.com/cognos/consulting](http://www.ibm.com/cognos/consulting)
  - Engage a consultant to help you achieve successful implementation and deployment of your software solution

