

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

**Information Agenda**  
*Leveraging Information for  
Smarter Business Outcomes*



## *We are seeing increasing availability of and demand for information...*

### **Volume of Digital Data**

- 57% CAGR for enterprise data through 2010
- Machine generated data : Sensors, RFID, GPS..

### **Variety of Information**

- 80% of new data growth is unstructured content
- Emails, images, audio, video..

### **Velocity of Decision Making**

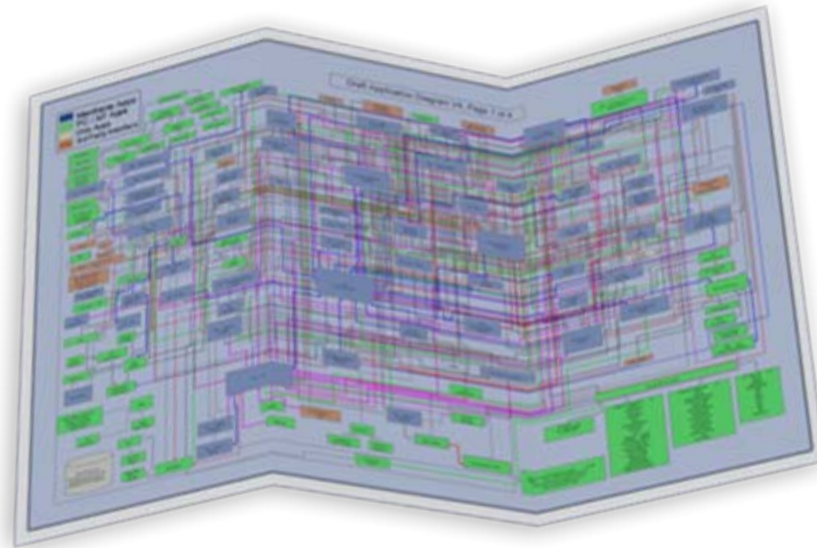
- Rapidly changing business climate
- Need to stay on top of information: understand past and current performance, plan for future



***... and yet less and less of the information available is being applied effectively***

***85% of CIO's do not believe that their information is currently well managed***

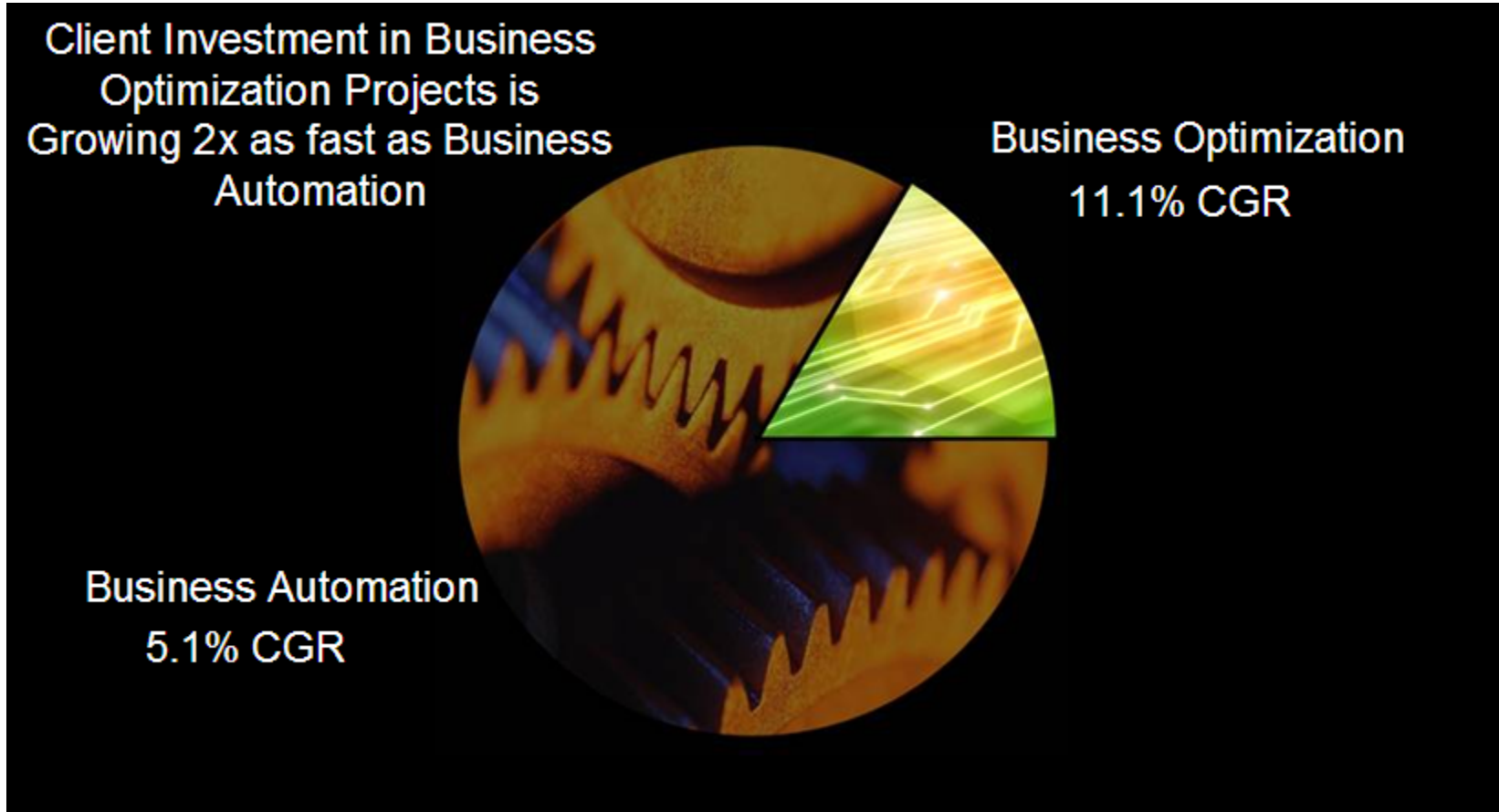
***59% do not have access to information across the value chain that would be most useful to them***



***70% do not get predictions on future opportunities and problems***

***If we don't do it right, we only make bad decisions faster...we need to think differently!***

## *Times of Change... New Opportunities*



## The Information Challenge...

# Information Agenda

Workforce Optimization  
Customer Profitability  
Financial Risk Insight  
Dynamic Supply Chains

## Optimization

Automation  
Call Center Operations  
Case Management  
ERP & Financials  
Application Agenda

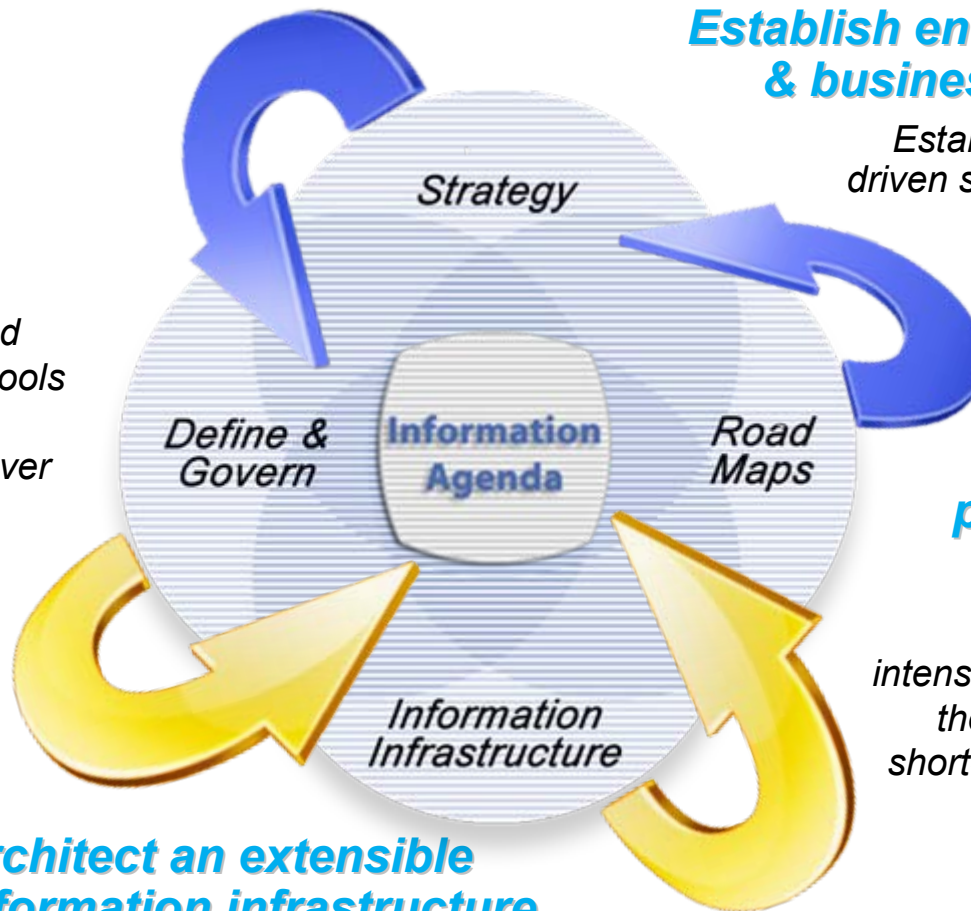
*Organizations are under pressure to leverage a wealth of information to make more intelligent decisions*

## Information Agenda

A Proven Approach to Information on Demand

### Align people, process & information

Discover & design trusted information with unified tools and expertise to sustain competitive advantage over time...



### Establish end-to-end vision & business-driven value

Establish an information-driven strategy & objectives to enable business priorities...

### Accelerate projects for short & long-term ROI

Accelerate information-intensive projects aligned with the strategy to speed both short-term & long-term return on investments...

### Architect an extensible information infrastructure

Deploy open and agile technology and leverage existing information assets for speed and flexibility...

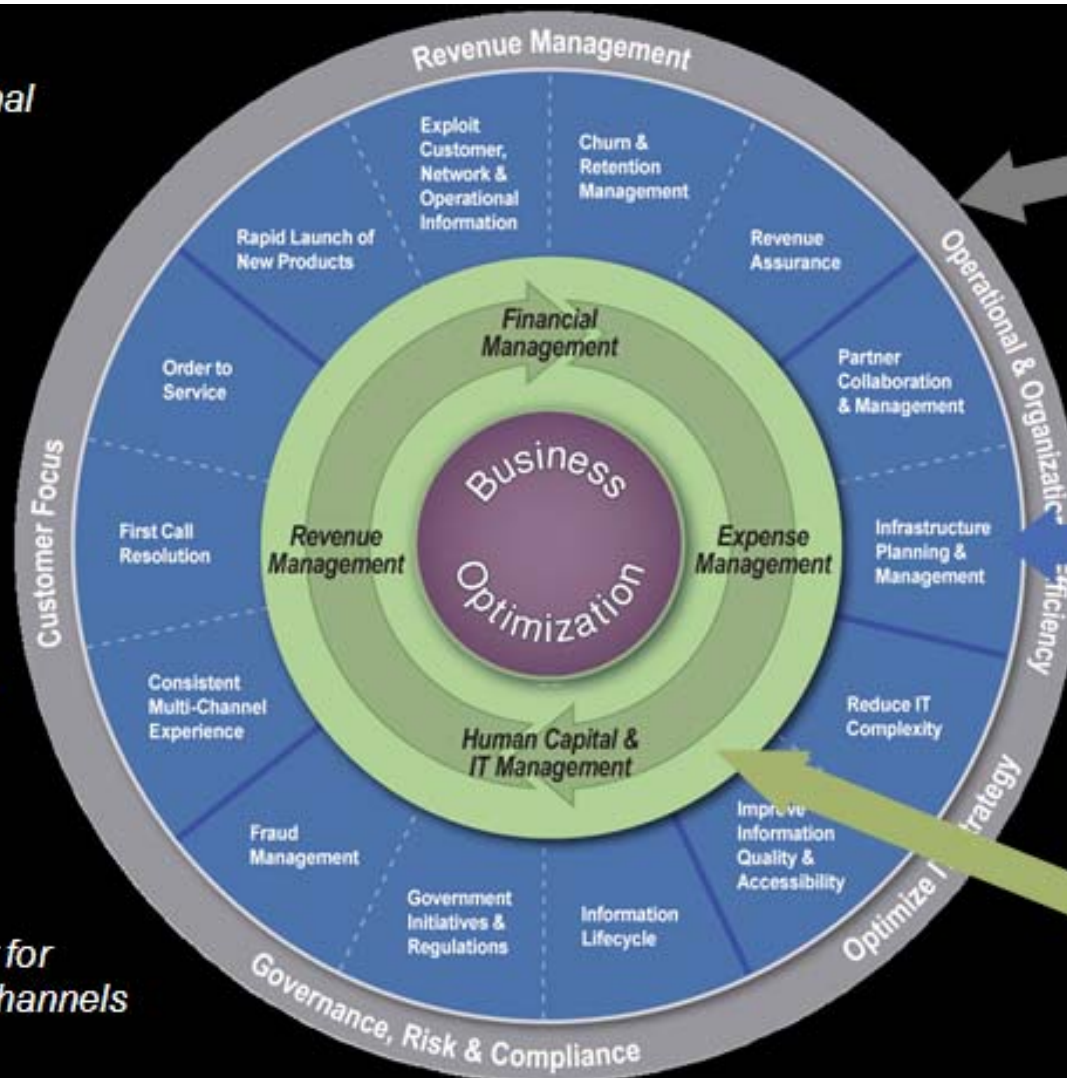
## Information Agenda for Telco Insight, Expertise & Proven Approach

Improve organizational performance and business insight

Gain control of data across silo systems

Establish controls, auditing and records verification

Achieve enterprise view of the customer for Services across all channels



### Strategic Imperatives

The key focus areas for an industry that are critical to improving competitive differentiation

### Business Objectives

The processes and activities that can be optimized through more effective use of information

### Core Management Processes

The underlying processes prevalent across all areas that are crucial to manage business performance

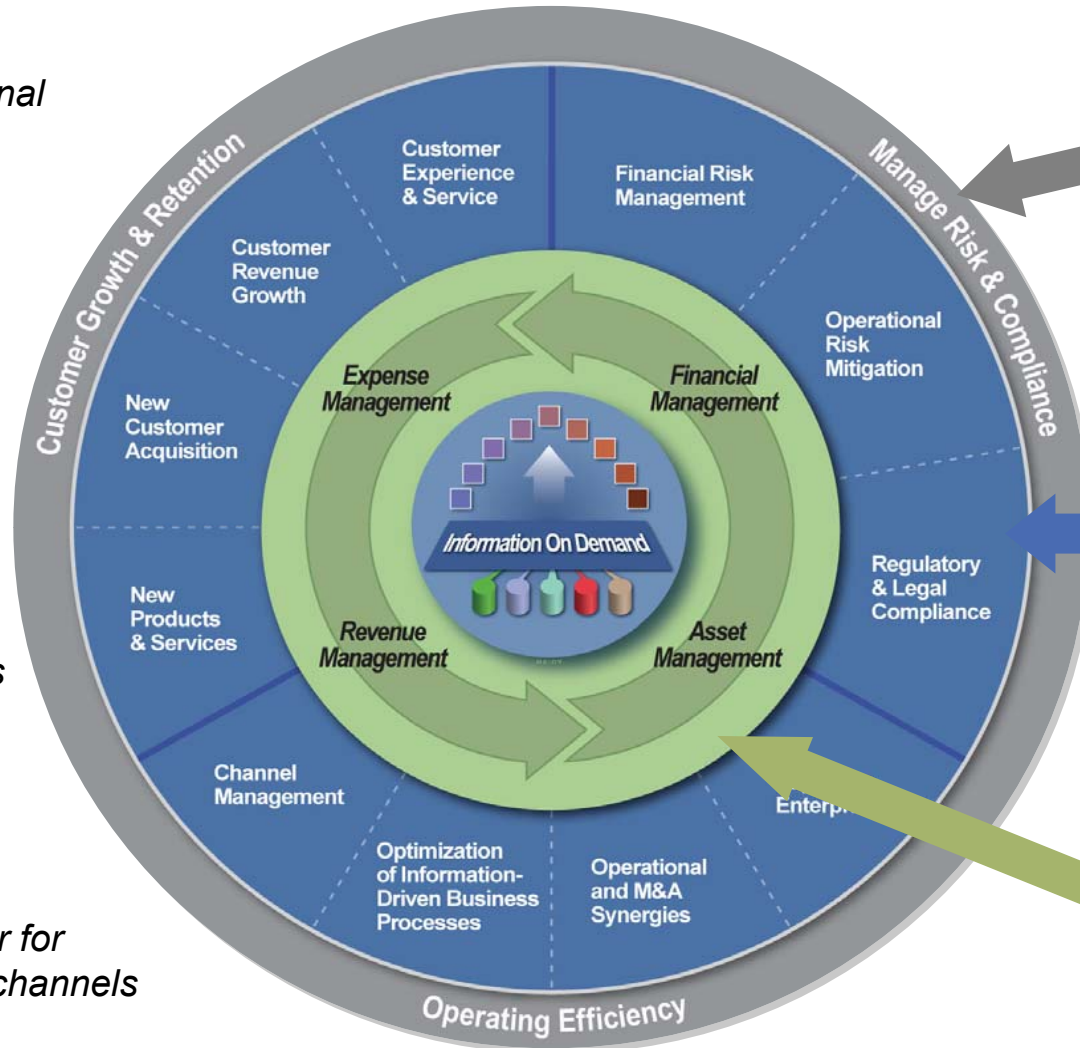
## Information Agenda for Banking Insight, Expertise & Proven Approach

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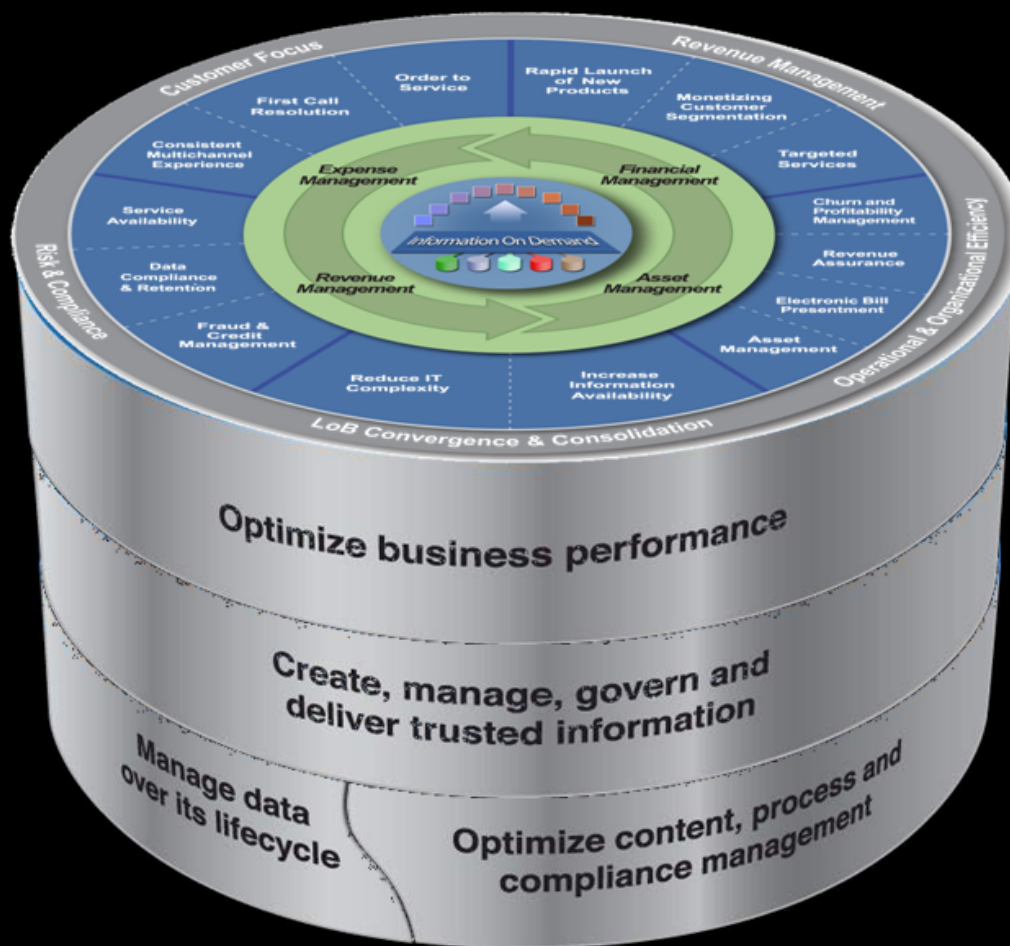


## Information Agenda for Telco

Common infrastructure for enterprise-wide business optimization

What's needed...?

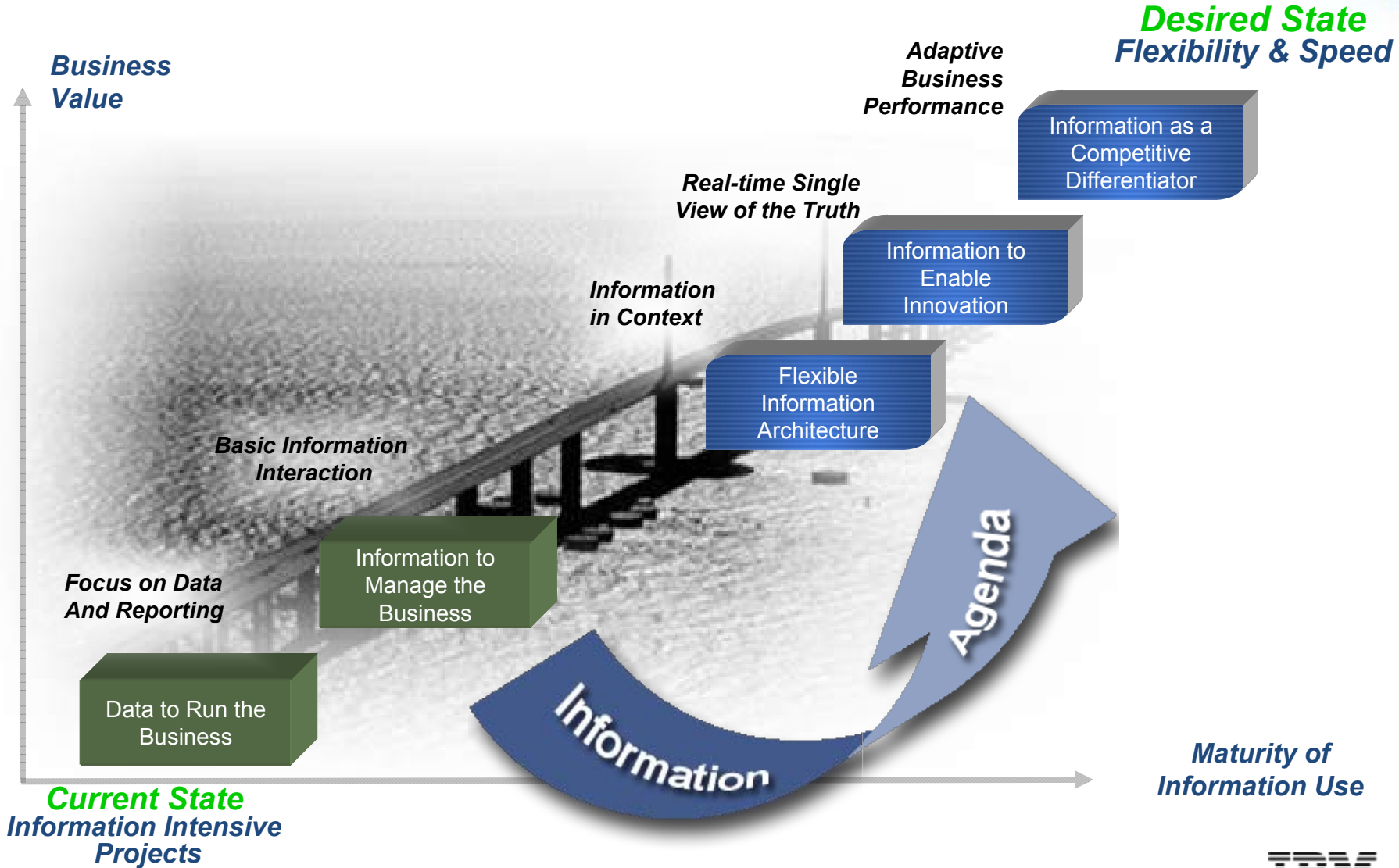
A unified enterprise information management approach...



...to unlock the business value of information

# IBM Cognos Performance

*Bridging the Gap is a Necessity  
to Unlocking the Business Value of Information*



# Information Agenda for Telco

Strategic Imperative: Customer Focus



## Information Agenda for Banking Strategic Imperative: Manage Risk & Compliance



# IBM Information Agenda Platform

Enabling Technologies

**Smarter  
Business Outcomes**

Financial  
Risk Insight

Workforce  
Optimization

Contextual  
Marketing

Customer and  
Product Profitability

**Services  
Optimization**

Targeted  
Services

Cognos.  
software



Optimized  
Business  
Performance

InfoSphere™  
software



Trusted  
Information

**Flexible Architecture**

Informix.  
software



DB2.  
software

Integrated Data  
Management

Optimized Content,  
Processes & Compliance

FileNet.  
software

**End-to-end  
Capabilities**



## Information Agenda Assets

### Information Accelerators: Industry Specific Assets to Speed Deployment

#### IBM Industry Accelerators:

- ✓ Industry data, process and service models
- ✓ Blueprints for business intelligence and performance management
- ✓ IBM and Business Partner solutions for performance management and enterprise content management



#### Benefits:

- ✓ Reduce risk
- ✓ Achieve faster ROI
- ✓ Leverage proven best practice
- ✓ No need to reinvent the wheel



## Why IBM? ...IBM Leads Overall in all Categories



Gartner

*“...the only vendor in the leadership quadrant: Business Intelligence Services, Data Quality, Data Integration, Customer Data Integration, Info Access...”*



OVUM

*“...Since 2006, IBM has deliberately & doggedly constructed an unparalleled portfolio of software ...it's difficult to see how any competitors will be able to compete anytime soon...”*



VENTANA  
RESEARCH

*“...You are definitely ahead of the competition. The question is by how much? Is it 2 years?”*



intelligent  
enterprise

*IBM has stayed maniacally focused on helping companies to build a "trusted information layer. It adds technologies when they emerge as important differentiators.*

## Get Started Today Accelerate Your Information Agenda



### Duration

1 - 2 Hours

2 - 4 Days

1 - 2 Weeks

### Activities

- Customer Tailored Briefing by Industry and Client
- Industry Information Agenda Review
- IA Center of Competency Showcases

- IA Vision Exercise
- IA Architecture Assessment
- IA Roadmap Development
- IA Business Benefits
- Business Value Assessment

- Business Value Assessment
- Defined / Scoped Project
- Model Future State Solution Architecture
- Evaluate And Select Software
- Technical Exploration

### Deliverables

- Industry Information Agenda
- Specific IA Initiative Tailored Presentation
- Customer Case Studies
- White Papers

- IA Readiness Assessment
- IA Roadmap
- IA Initiatives
- IA Reference Architecture
- Business Value Assessment

- Business Value Assessment
- Solution Architecture
- Technical Architecture
- SOW
- Business Proposal

### Resources

- Customer Sponsor
- IA Consultants
- IA Marketing
- Industry SSR

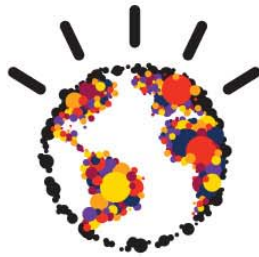
- Customer Sponsor
- Scoped Functions
- IA Consultants
- IA Architects
- Industry Value Team

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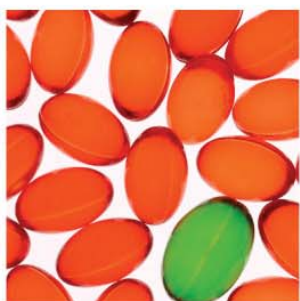




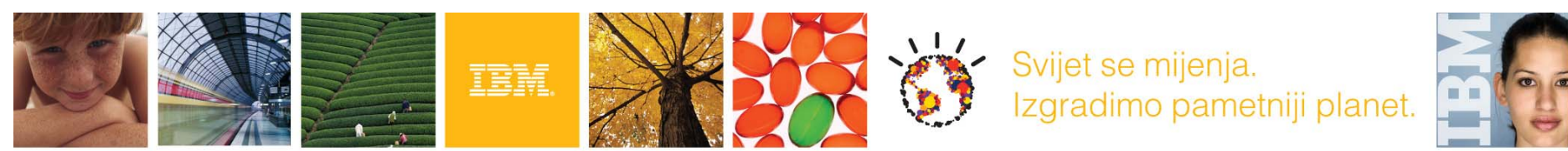
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**Roadmap Workshop Example**

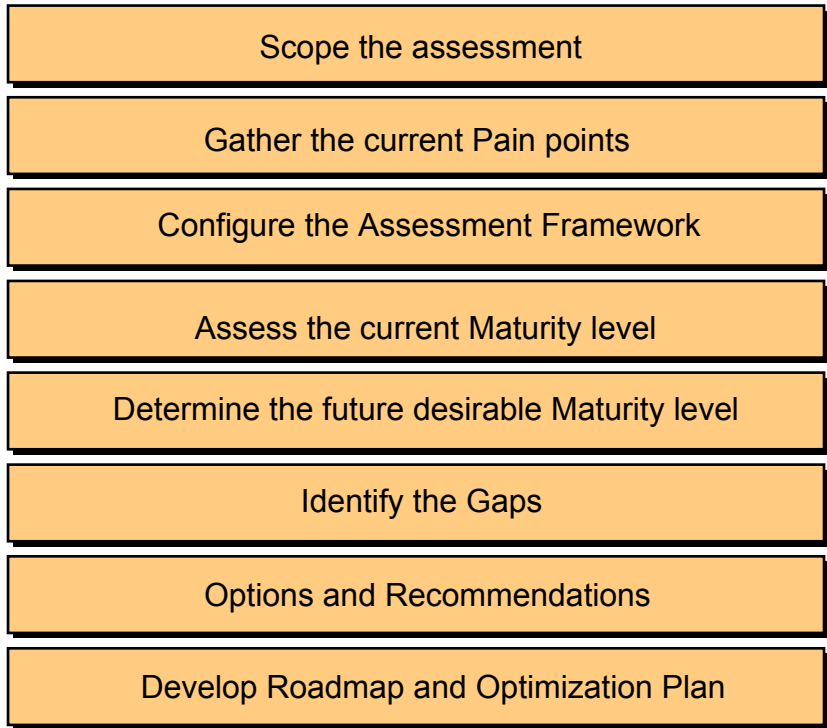


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# Assessment Method

## Inputs

- Business Objectives & Strategies
- IT Vision Objectives and Strategies
- Existing Data Environment
- Business & IT Environment



## Outputs

- Current State**
  - Business Vision
  - IT Vision
  - Existing Business & IT Environment
- Assessment**
  - Collect Data
  - Verify
  - Synthesize
  - Develop Recommendations
  - Document and Present
- Recommendations**
  - Summary
  - Details

## Information Agenda Accelerators



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**SAP**

**BCS**

**lenovo**

**LIDER**

**EB**

**CISCO**

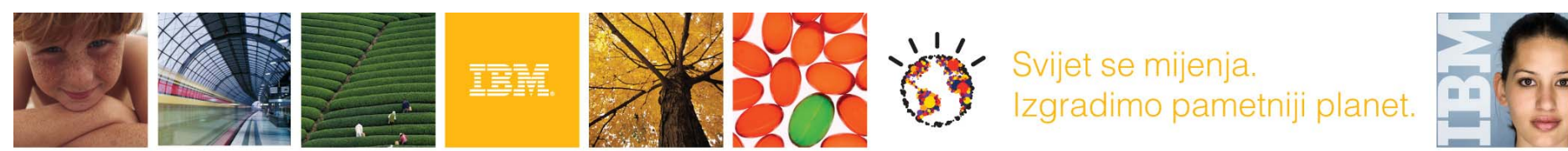
**CEMBE**

**INFODOM**

**M SAN GRUPA**

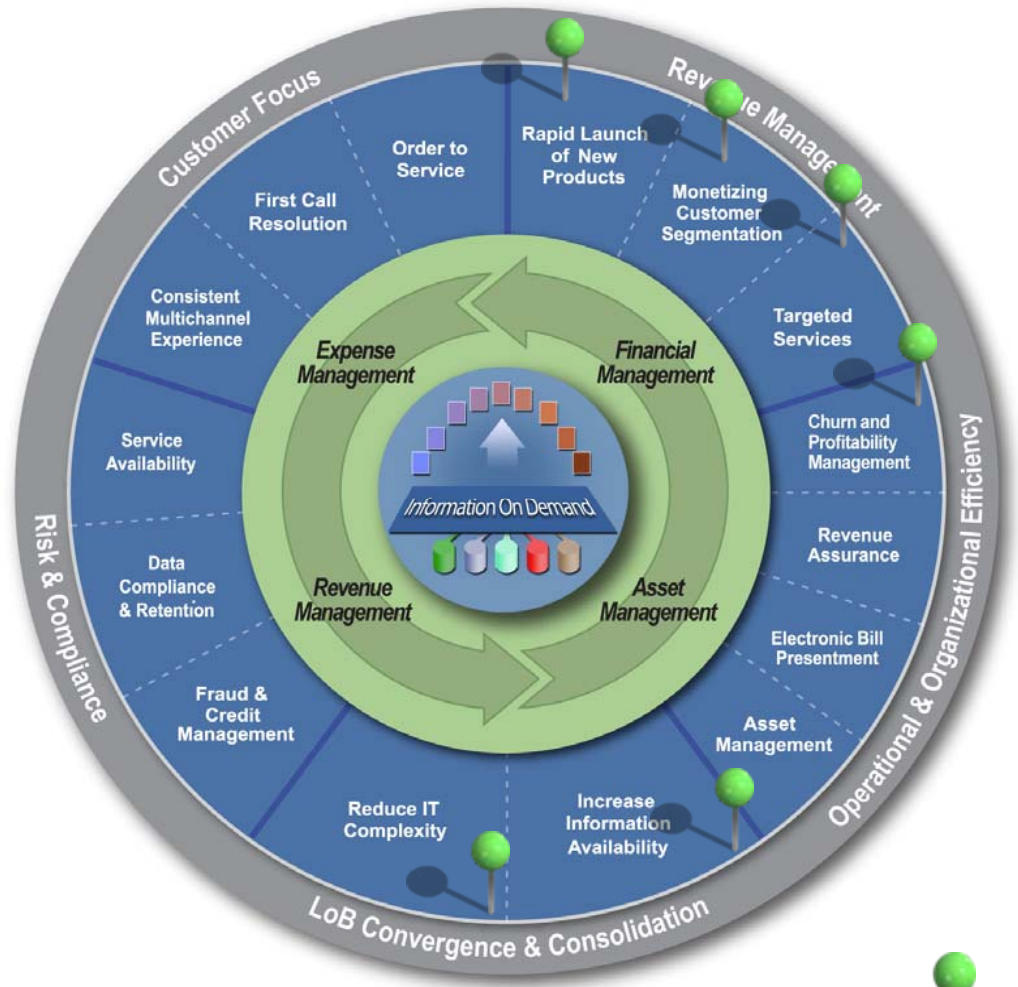
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Prijedlogi i inovativni projekti

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# Business Areas of Focus Aligned to Priorities



 Primary Focus Areas

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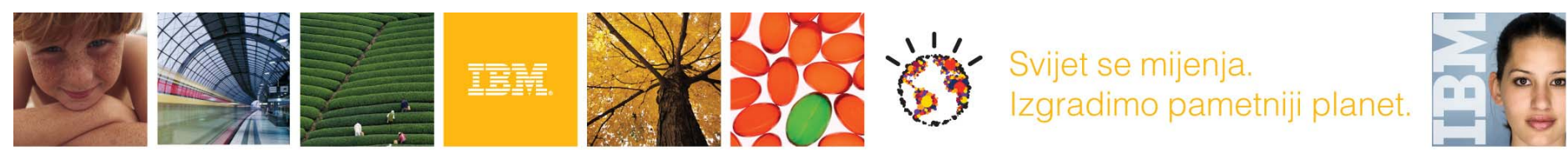
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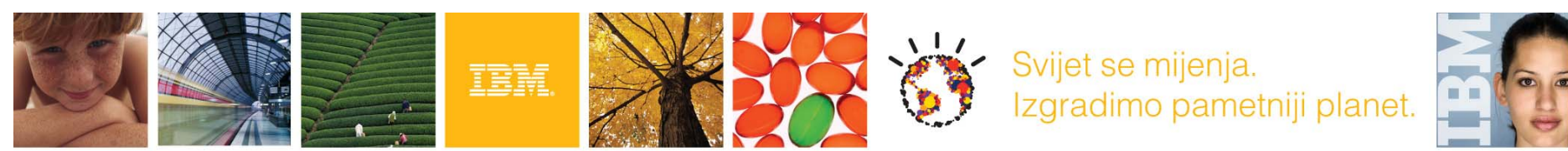
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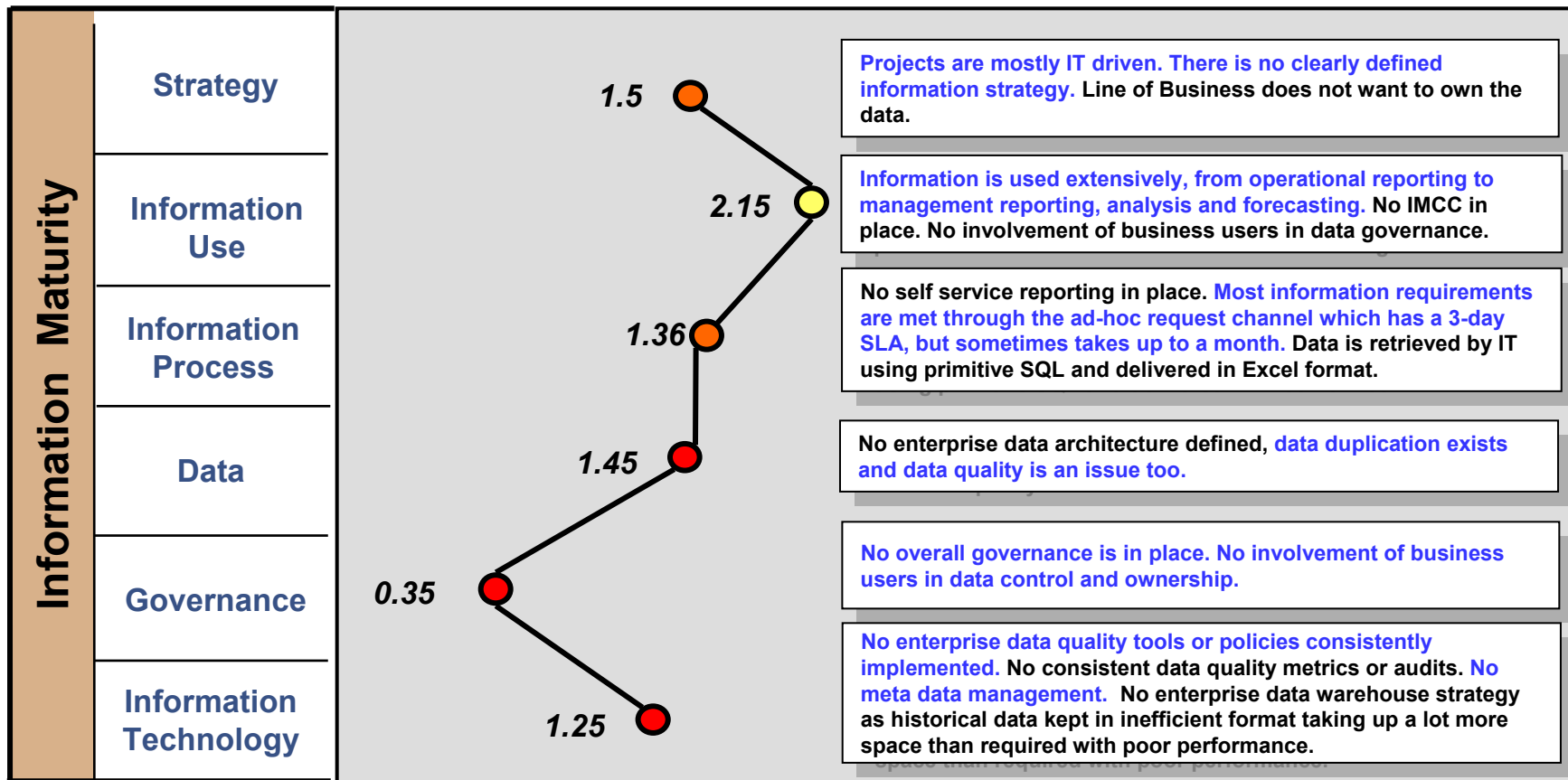
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# Assessing Current Business Maturity

Business Initiative	Level 1 <i>Run the Business</i>	Level 2 <i>Manage the Business</i>	Level 3 <i>Enhance Your Business</i>	Level 4 <i>Innovation in Your Business</i>	Level 5 <i>Optimise thru Competitive Differentiation</i>	Key Observations
<b>Revenue Management</b> Rapid launch of new products & services Monetizing customer segmentation Targeted services	[Orange bar spanning Level 1, 2, and 3]					<ul style="list-style-type: none"> <li>Limited capability to offer personalised relevant targeted service offerings</li> <li>Have not been able to monetise customer segmentation by leveraging XYZ more effectively</li> <li>Difficult to get historical lifetime view of customer interaction results</li> <li>Limited ability to provide customer segmentation &amp; analysis data to advertisers</li> </ul>
<b>Operational and Organisational Efficiency</b> Churn & profitability management	[Orange bar spanning Level 1, 2, and 3]					<ul style="list-style-type: none"> <li>Churn management is not real-time nor predictive</li> <li>No visibility to customer profitability</li> <li>No visibility to customer lifetime value (LTV)</li> </ul>
<b>LoB Convergence &amp; Consolidation</b> Reduce IT complexity Increase information availability	[Orange bar spanning Level 1, 2, and 3]					<ul style="list-style-type: none"> <li>IT complexity is an issue in delivering information</li> <li>Lack of self-service culture</li> <li>Information is difficult to access and put into action</li> <li>Some Data is not always available</li> <li>No clear process for handling unstructured data</li> <li>Unidentified Data Ownership</li> </ul>



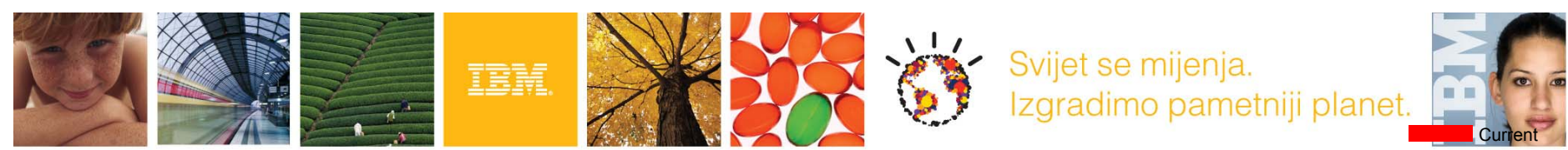
# Summary: Assessing Information Maturity





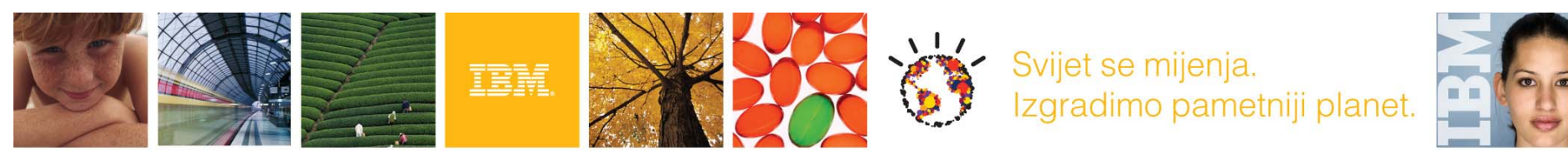
# Assessing Information Maturity

Business Initiative	Level 1 <i>Run the Business</i>	Level 2 <i>Manage the Business</i>	Level 3 <i>Enhance Your Business</i>	Level 4 <i>Innovation in Your Business</i>	Level 5 <i>Optimise thru Competitive Differentiation</i>	Key Observations
Information Strategy	[Orange bar spanning Level 1 and Level 2]					<ul style="list-style-type: none"> <li>Projects are primarily IT driven, &amp; there is an informal Information Strategy in place</li> <li>Information Strategy needs to be rationalised, articulated &amp; defined for the Enterprise.</li> <li>No robust &amp; detailed customer/product &amp; account strategy</li> <li>ROI &amp; business benefits are not tracked &amp; measured for the key initiatives</li> </ul>
Information Use	[Orange bar spanning Level 1, Level 2, and Level 3]					<ul style="list-style-type: none"> <li>Lack of clarity on roles &amp; responsibility</li> <li>Roles &amp; responsibilities for information management limited to IT personnel</li> <li>Missing Information Management Competency Center (IMCC) to govern information usage</li> <li>Information is used extensively, from operational reporting to management reporting, analysis &amp; forecasting</li> <li>Information Management Roles, Responsibilities, Skills &amp; Training are mainly at project level</li> </ul>
Information Process	[Orange bar spanning Level 1 and Level 2]					<ul style="list-style-type: none"> <li>No self service reporting in place.</li> <li>Most information requirements are met through the ad-hoc request channel which has a 3 day SLA, but can sometimes take up to a month.</li> <li>Data is retrieved by IT using primitive SQL &amp; delivered in Excel</li> <li>No prioritisation process for report requests.</li> <li>No common language in communicating business requirements for ad-hoc request to IT</li> <li>Data rather than Information is still part of business processes.</li> <li>Data is being replicated at various levels in the organisation</li> </ul>

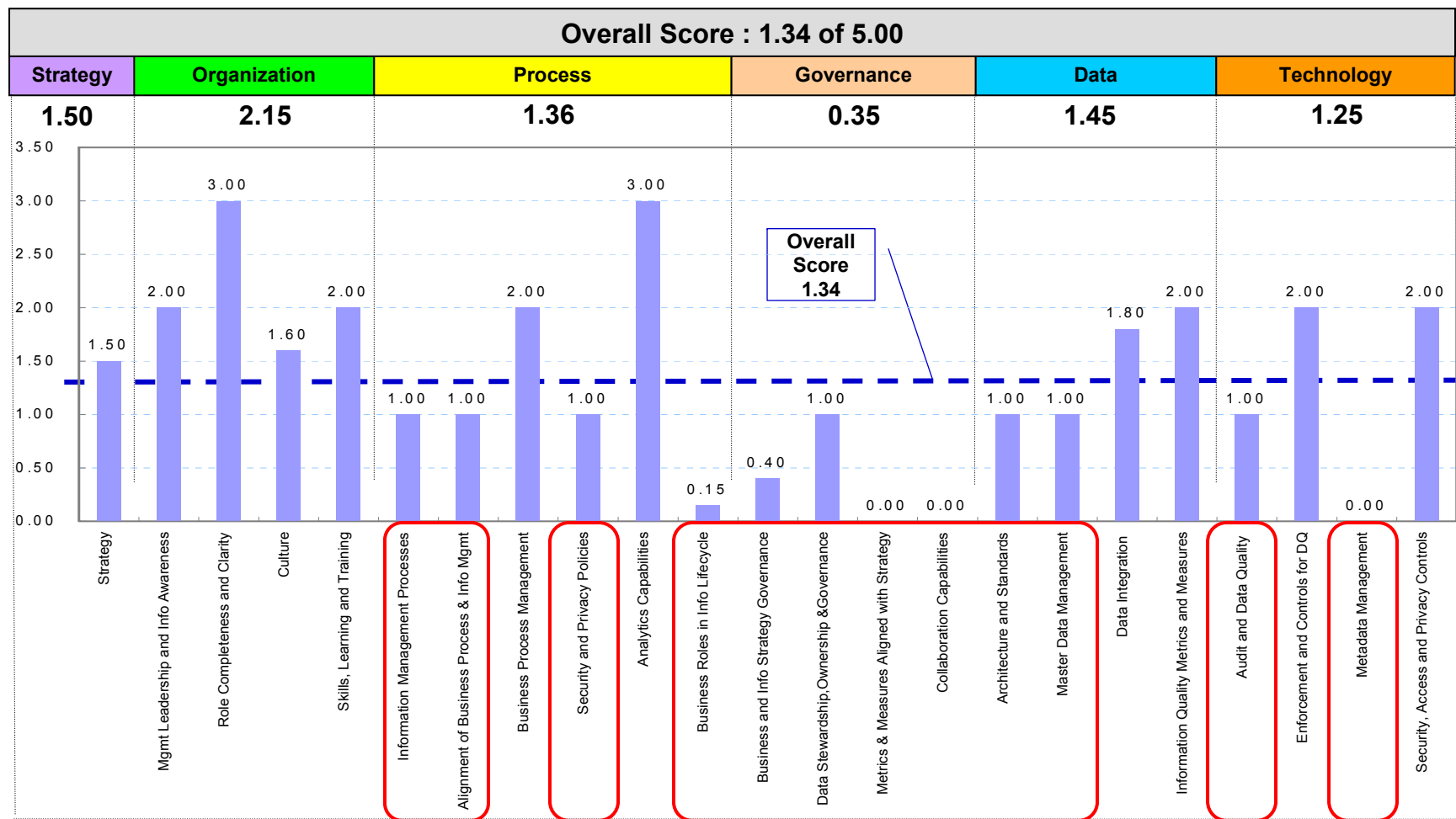


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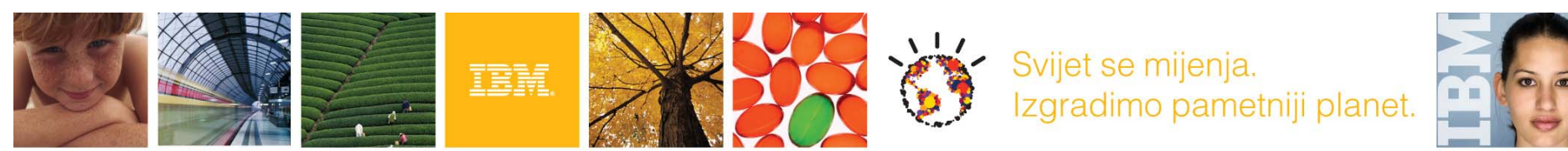
Business Initiative	Level 1 <i>Run the Business</i>	Level 2 <i>Manage the Business</i>	Level 3 <i>Enhance Your Business</i>	Level 4 <i>Innovation in Your Business</i>	Level 5 <i>Optimise thru Competitive Differentiation</i>	Key Observations
<b>The Data</b>	[Orange bar spanning Level 1 and Level 2]					<ul style="list-style-type: none"> <li>No enterprise data architecture defined.</li> <li>Data duplication exists &amp; data quality is an issue also</li> <li>Data Principles have been established as part of broader Architecture Board initiative but <b>there is no visible strategy on master data</b></li> <li>Integration Competency Centre is in place but needs to be broadened out to cover areas of BI and Data Governance</li> </ul>
<b>Governance</b>	[Orange bar in Level 1]					<ul style="list-style-type: none"> <li>Little overall governance in place</li> <li>Few business users engaged in data control &amp; ownership</li> <li>Little control over prioritizing change request to the data warehouse or data marts</li> <li>Sporadic data stewardship &amp; data governance</li> </ul>
<b>Information Technology</b>	[Orange bar spanning Level 1 and Level 2]					<ul style="list-style-type: none"> <li>No enterprise data quality tools or policies consistently implemented.</li> <li>No consistent data quality metrics or audits.</li> <li>No meta data management.</li> <li>No enterprise data warehouse strategy, historical data kept in inefficient format taking up a lot more space than required</li> <li>Poor Performance</li> <li>Enterprise wide security standards have been published</li> <li>Data quality managed through an ad-hoc process</li> <li>Metadata needs to be captured more consistently &amp; at an enterprise standard</li> </ul>



# The Detailed Results







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# Alignment of Current Capability to Business Needs

Business Initiative	Information Architecture Domains					
	Information Strategy	Information Use	Governance	Information Processes	The Data	Information Technology
Revenue Management	Partially Aligned	Aligned	Not Aligned	Not Aligned	Not Aligned	Not Aligned
Operational and Organisational Efficiencies	Partially Aligned	Aligned	Not Aligned	Partially Aligned	Aligned	Partially Aligned
LOB Convergence and Consolidation	Not Aligned	Partially Aligned	Not Aligned	Not Aligned	Partially Aligned	Partially Aligned
Risk and Compliance	Partially Aligned	Not Aligned	Not Aligned	Partially Aligned	Partially Aligned	Not Aligned

**KEY:** ■ Not Aligned ■ Partially Aligned ■ Aligned

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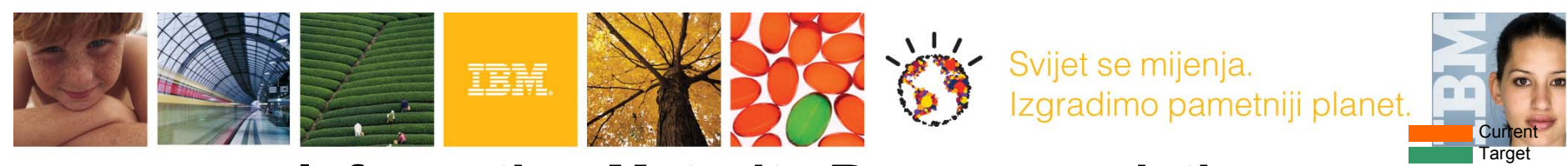
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Prijateljima naše vještine!

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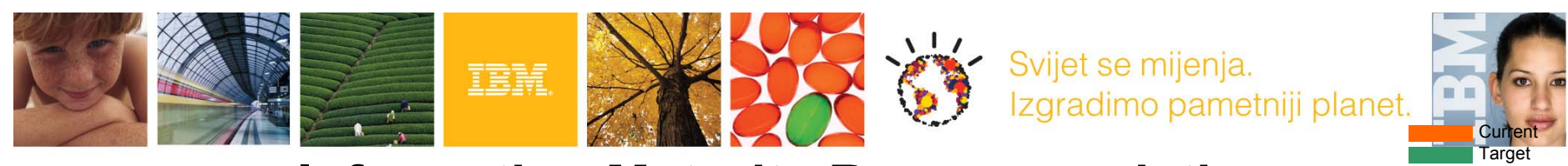
# Business Maturity Recommendations

Business Initiative	Level 1 <i>Run the Business</i>	Level 2 <i>Manage the Business</i>	Level 3 <i>Enhance Your Business</i>	Level 4 <i>Innovation in Your Business</i>	Level 5 <i>Optimise thru Competitive Differentiation</i>	Key Recommendations
<b>Revenue Management</b> Rapid launch of new products & services Monetizing customer segmentation Targeted services						Thru improved segmentation be able to launch new products to targeted customers improving ARPU. <ul style="list-style-type: none"> <li>Marketing will improve it's ability to identify characteristics of customers propensity to accept up-sell &amp; cross-sell of various products</li> <li>Product managers will be able to more effectively offer personalised relevant targeted services</li> <li>Will have the ability to track historical lifetime view of customer interactions</li> <li>Customer segmentation &amp; analysis data for advertisers</li> </ul>
<b>Operational and Organisational Efficiency</b> Churn & profitability management						Improve profitability by understanding the costs associated with customer interactions & implement predictive churn management: <ul style="list-style-type: none"> <li>Real-time &amp; predictive churn notification, allowing immediate intervention if called for w/ VIP's</li> <li>Visibility to customer profitability, &amp; thereby develop effective retention strategies</li> <li>Ability to more easily calculate LCV</li> </ul>
<b>LoB Convergence &amp; Consolidation</b> Reduce IT complexity Increase information availability						Ensure timely, relevant & in-context information is available for business users: <ul style="list-style-type: none"> <li>Be able make more timely decisions and take action</li> <li>Help create a self-service culture around information</li> <li>Have access to unstructured data</li> </ul>



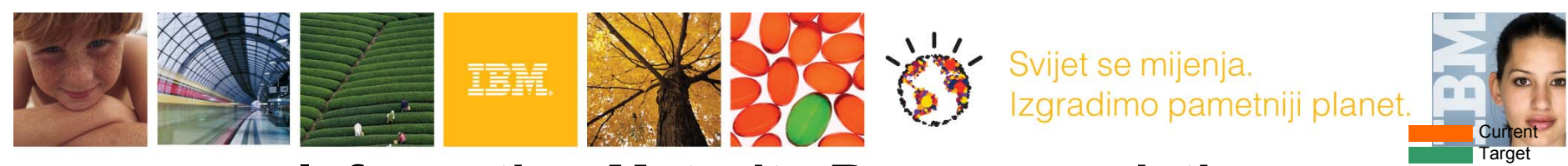
# Information Maturity Recommendations

Maturity Area	Level 1 <i>Run the Business</i>	Level 2 <i>Manage the Business</i>	Level 3 <i>Enhance Your Business</i>	Level 4 <i>Innovation in Your Business</i>	Level 5 <i>Optimise thru Competitive Differentiation</i>	Key Recommendations
Information Strategy						<p>Formalize IM Strategy and establish equal LOB &amp; IT ownership. This will provide the following:</p> <ul style="list-style-type: none"> <li>Enterprise IM strategy covering all BU's/LOB's &amp; aligned with the strategic priorities</li> <li>Information strategy is actively implemented with the oversight of a governance board or similar governance mechanism</li> <li>Information strategy is reviewed periodically &amp; adjusted based on realization of benefits</li> </ul>
Information Use						<p>Move to a self-service model &amp; increased opportunity for re-use. LOB &amp; IT are effectively aligned by adoption of business glossary. This means:</p> <ul style="list-style-type: none"> <li>Managers consistently use analytics from integrated information bases prior to making a decision</li> <li>Leaders develop &amp; foster a culture of collaboration within their organization &amp; across the organisation to improve business performance</li> <li>The organisation culture supports quick actions based on business intelligence to support the corporate strategy</li> <li>IT investment decisions take business performance &amp; strategic goals into account</li> </ul>







# Information Maturity Recommendations

Maturity Area	Level 1 <i>Run the Business</i>	Level 2 <i>Manage the Business</i>	Level 3 <i>Enhance Your Business</i>	Level 4 <i>Innovation in Your Business</i>	Level 5 <i>Optimise thru Competitive Differentiation</i>	Key Recommendations
Information Processes						<p>More closely align data with key business processes. Implement enhanced OLAP &amp; redesigned data mining. This includes:</p> <ul style="list-style-type: none"> <li>Updated applications to make them component-based</li> <li>Important data has been integrated in shared databases &amp; internal data is shared across all application services</li> <li>Standardized data capture &amp; storage processes across all applications</li> <li>Integrated analytics engine that is used to provide analytics to decision makers</li> <li>Analytics software to predict what future actions</li> <li>Analytic driven new product offerings &amp; features</li> </ul>
The Data						<p>Move towards dynamic data warehousing, leveraging industry models and best practice templates. Define KPIs for data availability &amp; accuracy. Set foundation for enterprise wide master data management:</p> <ul style="list-style-type: none"> <li>Business units sponsor &amp; fund efforts to define architecture &amp; standards</li> <li>Enterprise data standards, data management platforms &amp; tools are represented in the architecture &amp; are uniform across the enterprise</li> <li>Master Data is coordinated, harmonized &amp; controlled for the enterprise</li> <li>Processes recorded regarding how to use Master Data</li> <li>Enterprise data integration standards, technology platforms and tool sets exist &amp; are consistently used across all major initiatives</li> </ul>



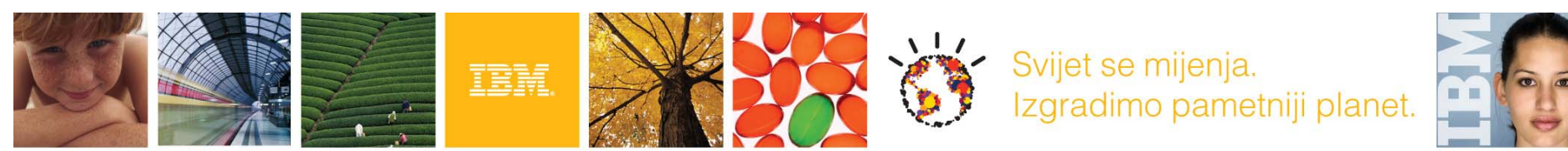
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<b>Governance</b>	 					<p>Establish an IMCC to oversee the successful implementation of the Information Management Strategy, including:</p> <ul style="list-style-type: none"> <li>• Business strategy is consistently understood across the enterprise &amp; aligned with a formal information strategy</li> <li>• Communication of the strategy &amp; projects to implement it is consistently provided to all employees involved</li> <li>• Information strategy includes providing information as a service under an Service Oriented Architecture</li> <li>• Benefits achieved after deploying solutions based on the strategy are tracked &amp; results communicated</li> <li>• Enterprise-wide data stewardship and governance in place.</li> <li>• Enterprise wide metadata repository of business &amp; technical metadata</li> </ul>
<b>Information Technology</b>	 					<p>Establish an enterprise data model, including enterprise wide metadata, common data integration and adopted guidelines for data quality and control:</p> <ul style="list-style-type: none"> <li>• Organizational responsibility for validating audit compliance is clearly established</li> <li>• A regular process is used to report audit issues to senior management and track their resolution.</li> <li>• Data quality controls designed into data capture systems to meet the data quality requirements</li> <li>• Metadata framework coordinated at the enterprise level.</li> <li>• Enterprise wide security &amp; privacy standards published.</li> </ul>

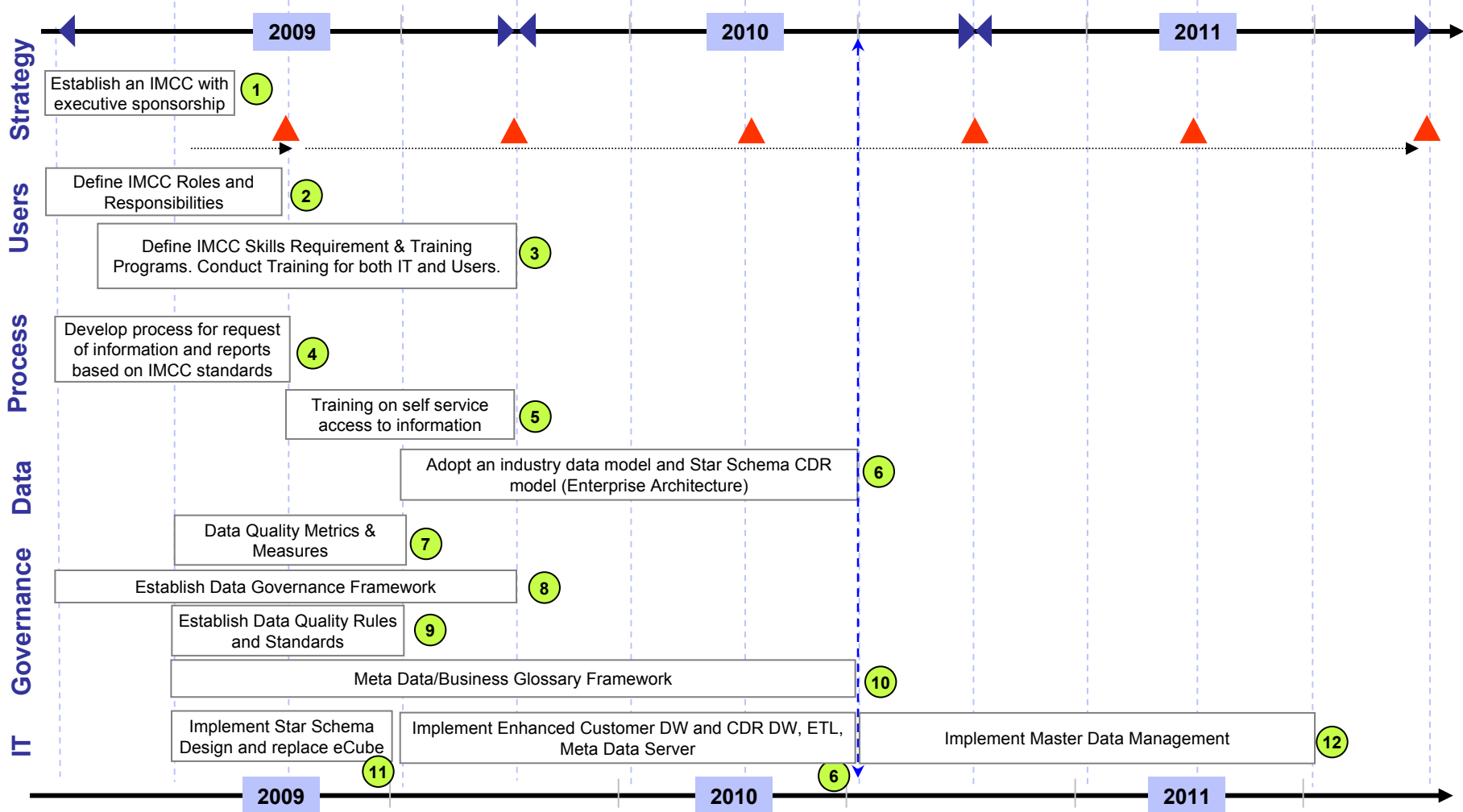


# Business Alignment Roadmap

Business Initiative	Year One				Year Two				Year Three			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Revenue Management</b>	IM Strategy		Enhance OLAP		DW Redesign		360° Customer View					
					Launch new products to targeted customers							
									Raise ARPU by improved Segmentation			
<b>Operational &amp; Organisational Efficiencies</b>					Establish Near Real Time Predictive Churn Mgmt Capability							
									Strengthen Customer Cost Mgmt to increase Profitability			
	IMCC Establishment											
<b>LOB Convergence and Consolidation</b>					Configure Business Glossary to improve Business-IT alignment							
<b>Risk and Compliance</b>					Revised Index Report Validation Process and Data Quality							



# Information Alignment Roadmap



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