

IBM Cognos Performance
Better Intelligence. Better Business.

Lessons Learned: Building a New Enterprise Foundation for Business Intelligence

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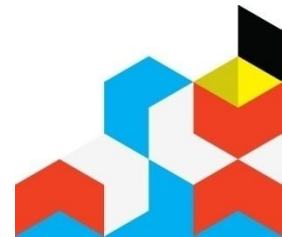


The Timberland Company

- \$1.4B revenue; 5,600 employees
- Manufacture, source, distribute and sell in 76 countries through a network of wholesale, distributor, retail, franchise and eCommerce channels

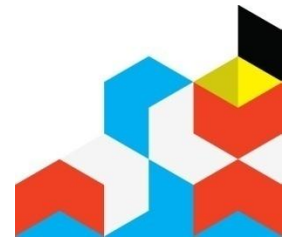


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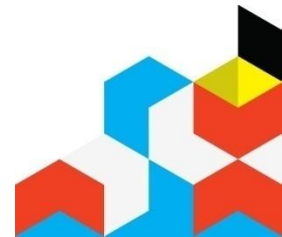
The Ironside Group

- Northeast based Consulting firm focused on helping it's customers leverage information as a strategic asset
- Competencies include:
 - Enterprise Business Intelligence
 - Performance Management
 - Data Warehousing
 - Training
- IBM/Cognos Partner (Since 1999) & Software ValueNet Member
- Headquarters in Lexington, MA
 - Branch Offices in (Cleveland, OH and Deer Park, NY)
- Certified and Experienced Consultants
- Trusted, Flexible, and Dependable Partner



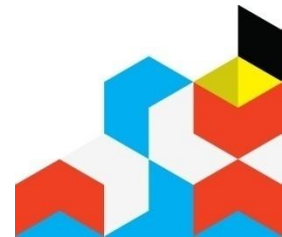
The Journey to Global Enterprise BI

1. Where we were – The Old Road
2. Where we went – The New Road
3. Lessons learned - Pitfalls Along the Way
4. Where we are going - Getting back on track

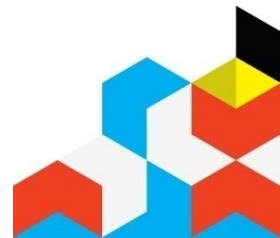
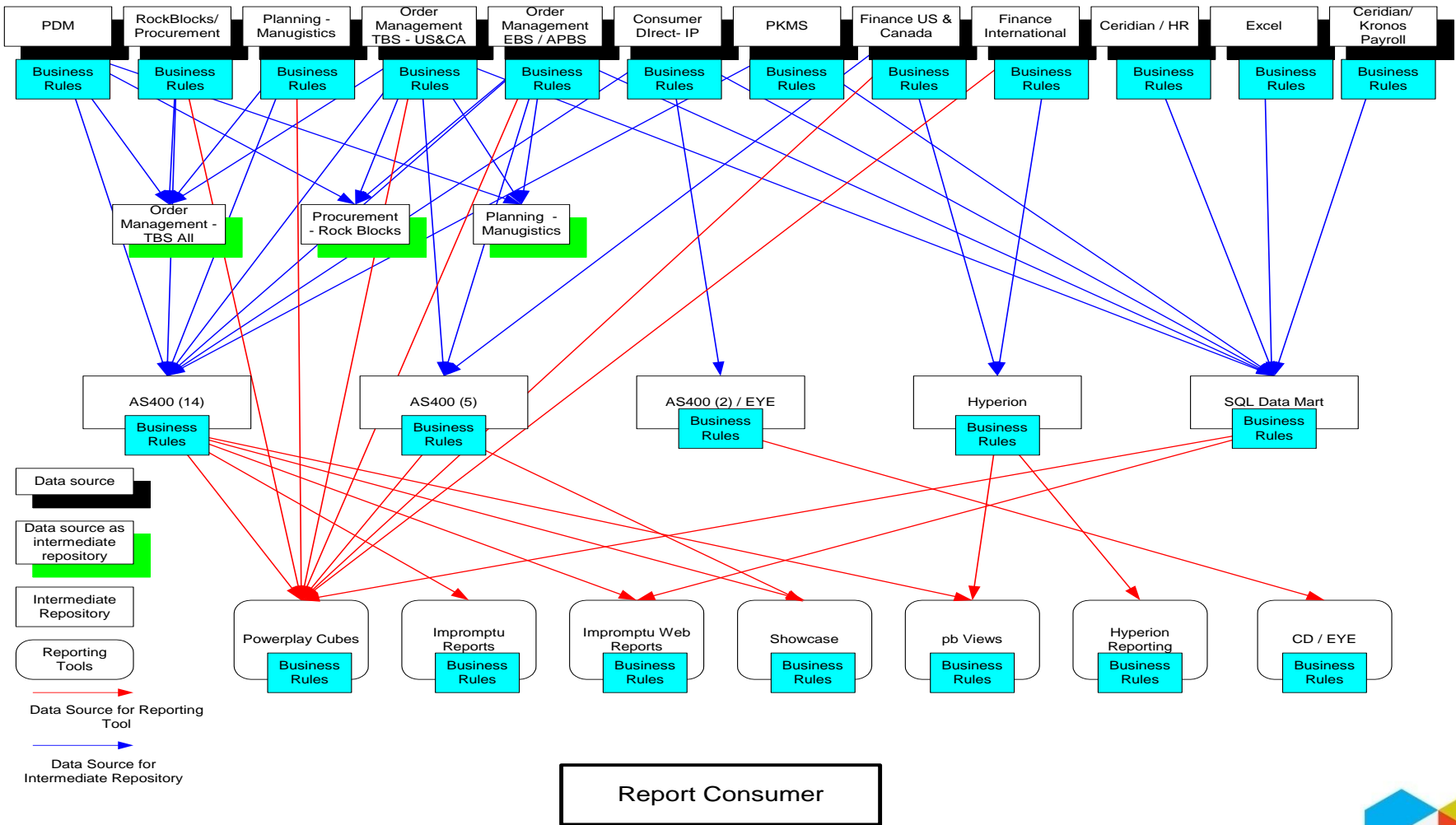


The Old Road – Compartmentalized BI

- Regions and Departments defined their own requirements
- Single named element could have many different definitions or vice versa
- Difficult to roll up global revenue or margin numbers across all channels
- Users lacked synergy with peers across geographic regions and distribution channels.
- Result was an “enterprise” solution that spanned 200 PowerPlay Cubes
- This architecture was expensive to manage and maintain.

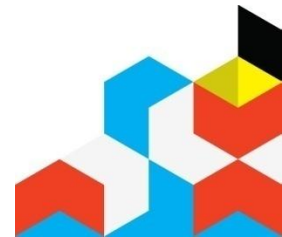


The Old Road - Complex Architecture



How do we embark on a new road?

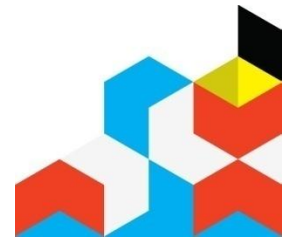
- *How could we remove the silos of information?*
- Consolidate data into one data repository
- *How could we eliminate reconciliations between the different reporting applications?*
- Standardize metadata within IBM Cognos 8
- *How could we align on common business definitions?*
- Drive towards global requirements



How do we embark on a new road?

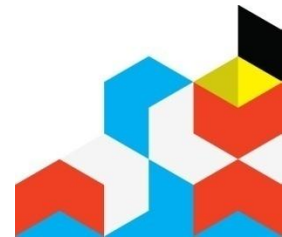
- *How could we reduce the cost of maintaining multiple marts, cubes and reports?*
- Maintain one global copy of the data and one global copy of the BI objects

- *How could we respond to changes in the business effectively?*
- Reduce the number of objects that needed to be touched for each change – maintain one copy, not multiple copies

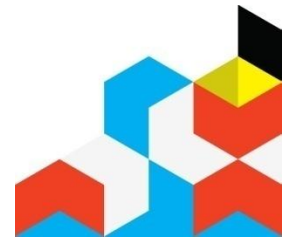
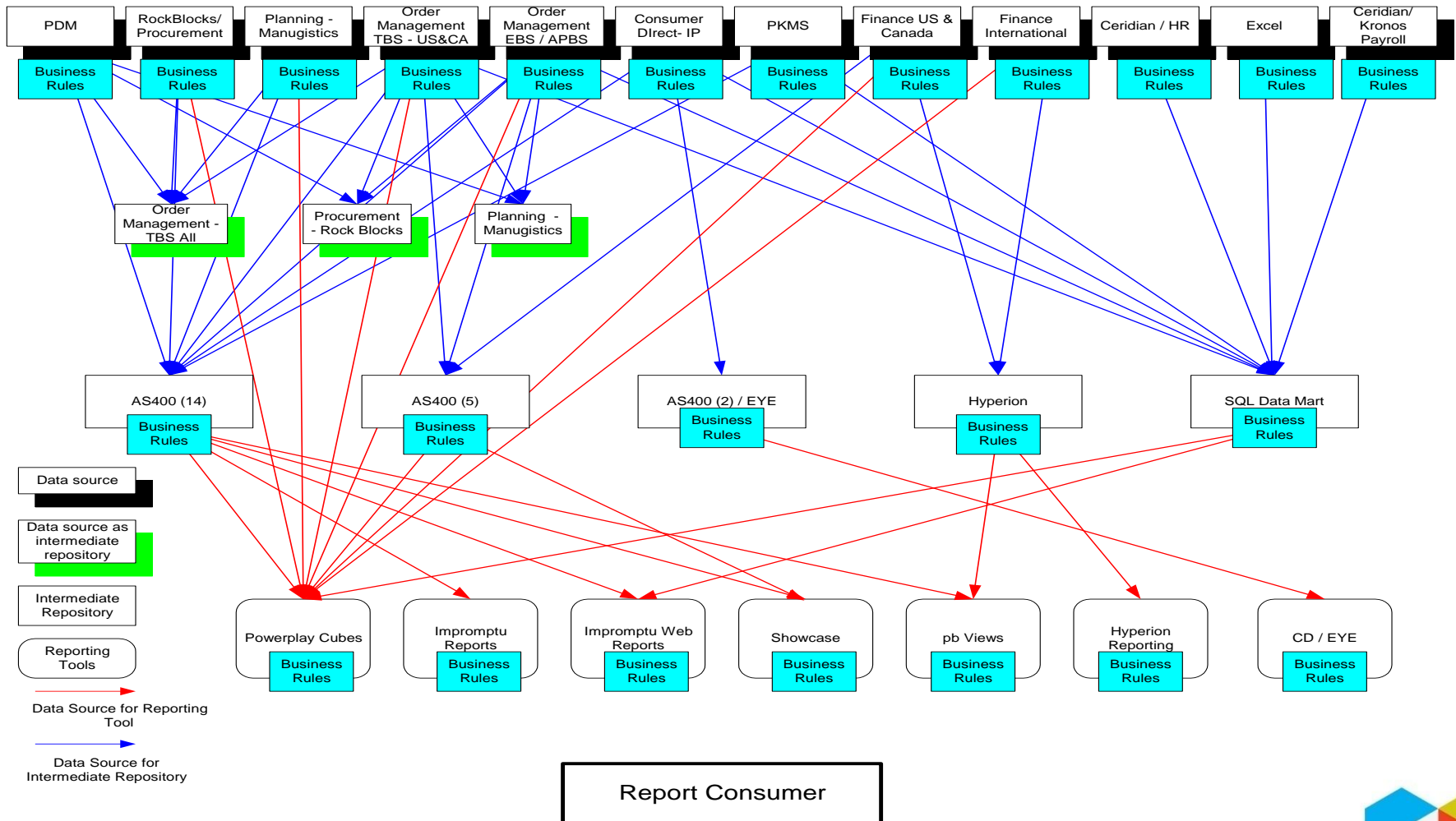


Our Solution

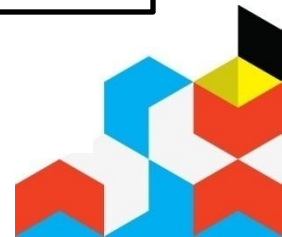
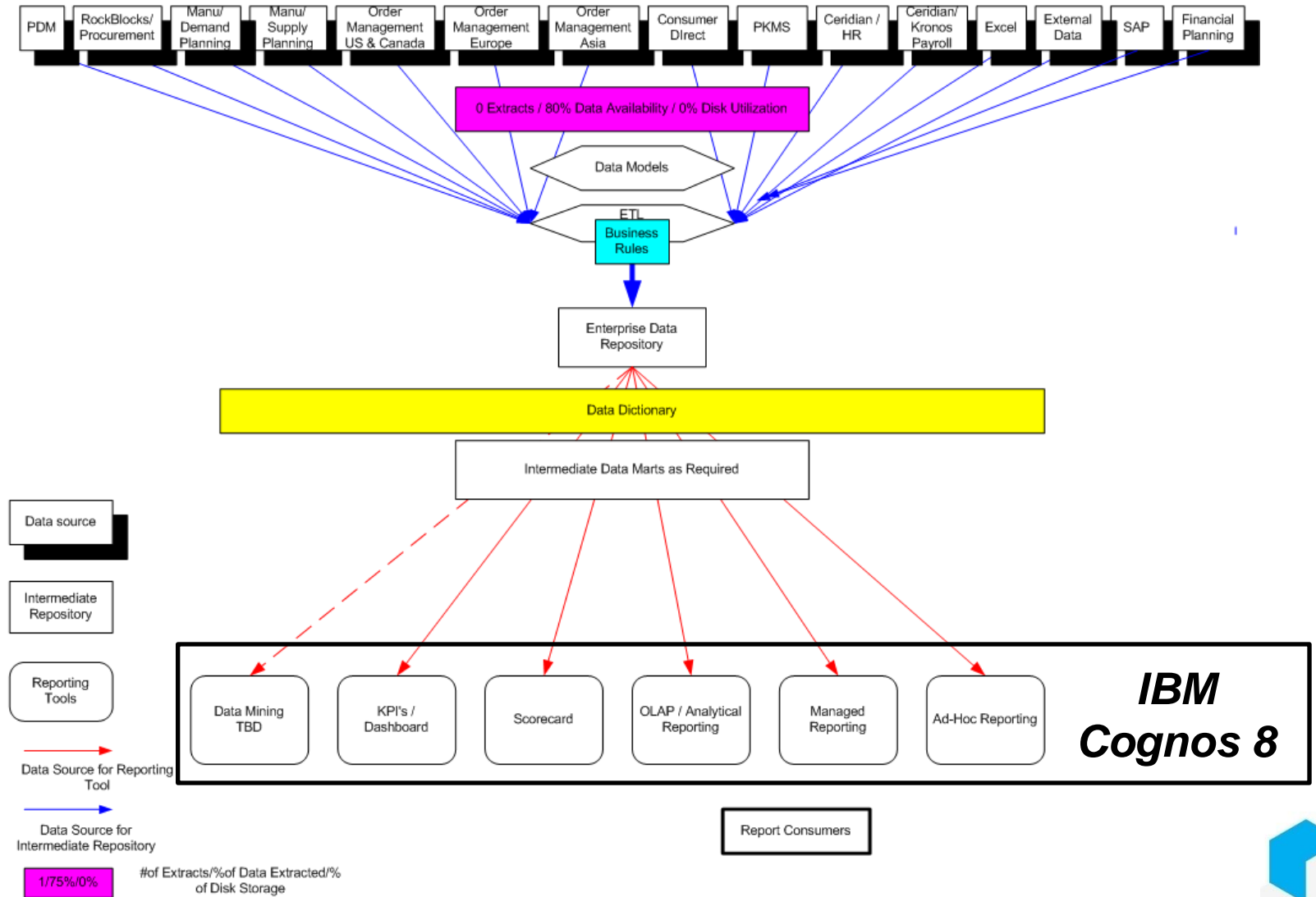
- Consolidate and standardize within a single Data Warehouse
- Implement a global reporting strategy using IBM Cognos 8
- Drive towards global requirements



Out with the old...

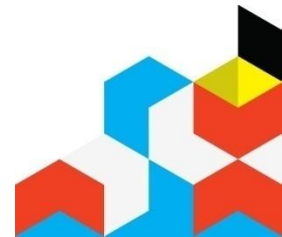


And in with the new



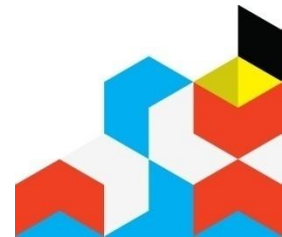
Our New Road – Rollout of the Teradata Data Warehouse

- Build the data warehouse by subject area starting with global wholesale orders
- Very large initiative
 - 34 Unique sources
 - 85 Million Records
- Near real-time updates
 - 3 regional systems in 3 different time zones



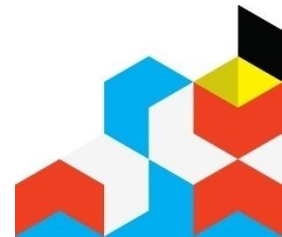
Our New Road – Rollout of IBM Cognos 8 BI

- Initial Focus
 - Re-create selected reports giving them a global view
 - Required alignment on standard dimensions and measures employed by the different geographic regions and channels of distribution.
 - Achieve operational efficiencies by reducing time to gather source data and assemble into management reports
- Survey analysts for usage of key reports
 - Compile listing of common measures
 - Prioritize the migration of reporting initiatives



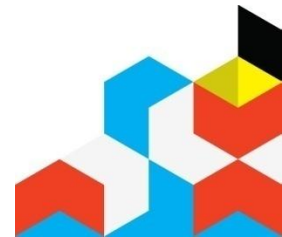
Major Pitfalls Along the Way

1. Unanticipated Complexity
2. Struggle to Deliver Initial Business Value
3. Lack of Clarity and Engagement
4. Lack of Documentation & Standards
5. Low Rate of User Adoption



Major Pitfalls – Unanticipated Complexities

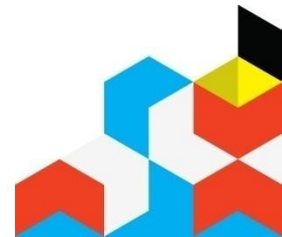
- Initial Data Warehouse Requirements:
 - Near real time data loads introduced unexpected challenges
 - Wholesale orders from three separate regional transactional systems.
- First Business Intelligence Initiative:
 - Large, complex report with over 50 measures
 - Measures were not well understood by the business
 - As we dove deeper into requirements we uncovered a data source not planned to be loaded into the data warehouse



Major Pitfalls – Struggle to Deliver Initial Business Value

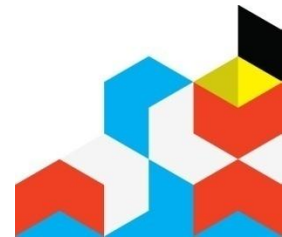
Many milestones were achieved behind the scenes but...

- No short term win could be achieved
 - Deliverable was “all or nothing”
 - No opportunity for incremental value
- Development time was months not weeks due to concurrency with:
 - Data Warehouse Implementation
 - Data Validation
 - Driving global definition of dimensions and measures
 - First true attempt at querying our data warehouse



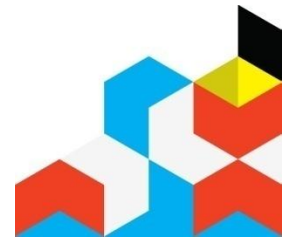
Major Pitfalls – Lack of Clarity and Engagement

- Established practice of documented business requirements was not enforced
- Global alignment was stifled by a lack of regional resources
- Published report did not meet the needs of the global audience
 - Had global requirements but US decision makers introduced a bias
- Lost the enthusiasm of the business users as a result of long development cycles and infrequent engagement along the way



Major Pitfalls – Lack of Documentation & Standards

- Business definitions known by individuals but not accessible for all to review
- Standards were primarily sourced from the US region
 - Resulted in confusion among users, even those within the US as to what the true definition of many measures and attributes really were.
 - Uncovered more regional operational differences than anticipated which widened the gap between the requirements and the initial delivery
 - Moved forward without first establishing a sustainable strategy for documentation



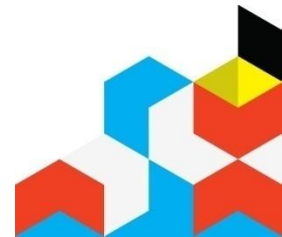
Major Pitfalls – Low Rate of User Adoption

- Users had a high level of comfort and satisfaction with the legacy platform
- No compelling reason to move to the new platform as there was nothing new
- Same report with new look and delivery method
- Struggled to maintain viability of the new EBI Platform



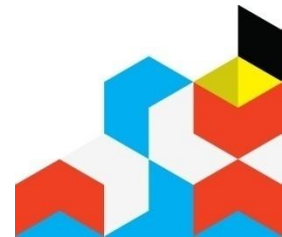
Getting Back on Track – Critical Success Factors

1. Deliver Incremental Value
2. Gather and Document Requirements
3. Implement Global Standards and Documentation
4. Drive Adoption with Innovative Solutions



Deliver Incremental Value

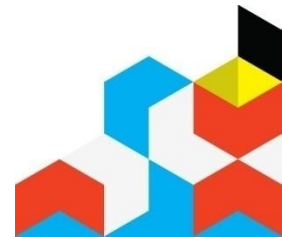
- First initiative should have been simpler in nature
 - Would have ensured the invaluable quick win
 - Built confidence in all of the stakeholders
 - Opportunity to shakedown the process
- We established a release strategy
 - Defined the scope within manageable work units of 8 to 12 weeks.
 - Focused on alignment of all stakeholders
 - Sponsors
 - Consumers
 - Developers



Deliver Incremental Value

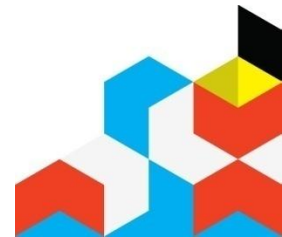
Project Methodology

- Requirements can change and evolve – BI is iterative.
- Adapted our project management approach to best suit the project at hand – Be Flexible
- Waterfall Model
 - Those based upon well established business processes and familiar information
- Iterative Model
 - Those based upon emergent information and result in evolving solutions
- All projects need to follow a process to maintain control
 - We settled on a maximum of three learning cycles



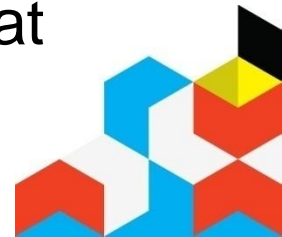
Gather and Document Requirements

- Established representation of the business by region and functional area
 - It was difficult to gather requirements and engage from afar
 - We put resources on the ground
 - The Timberland Solutions Group
 - North America, Europe and Asia
- Kept business engaged throughout the process ensuring 'buy in'
 - Requirement and Design Reviews
 - Encourage creativity and innovation



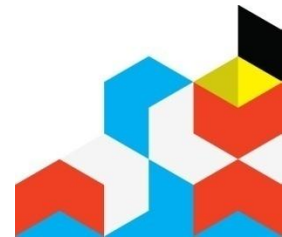
Implement Global Standards & Documentation

- Established strict naming conventions across the application
 - Example: What is net sales? **(Net – Discount) less all Returns**
- Determined a single definition for each element
 - Made sure we had a decision maker driving those definitions
- Applied a naming standard to all IBM Cognos objects
 - **Before:** Quarterly Order Analysis Report
 - **After:** FIN-0001 – Quarterly Order Analysis
 - Provided a common language for business and IT
- Needed to publish our new standards in a manner that was easily accessible to everyone



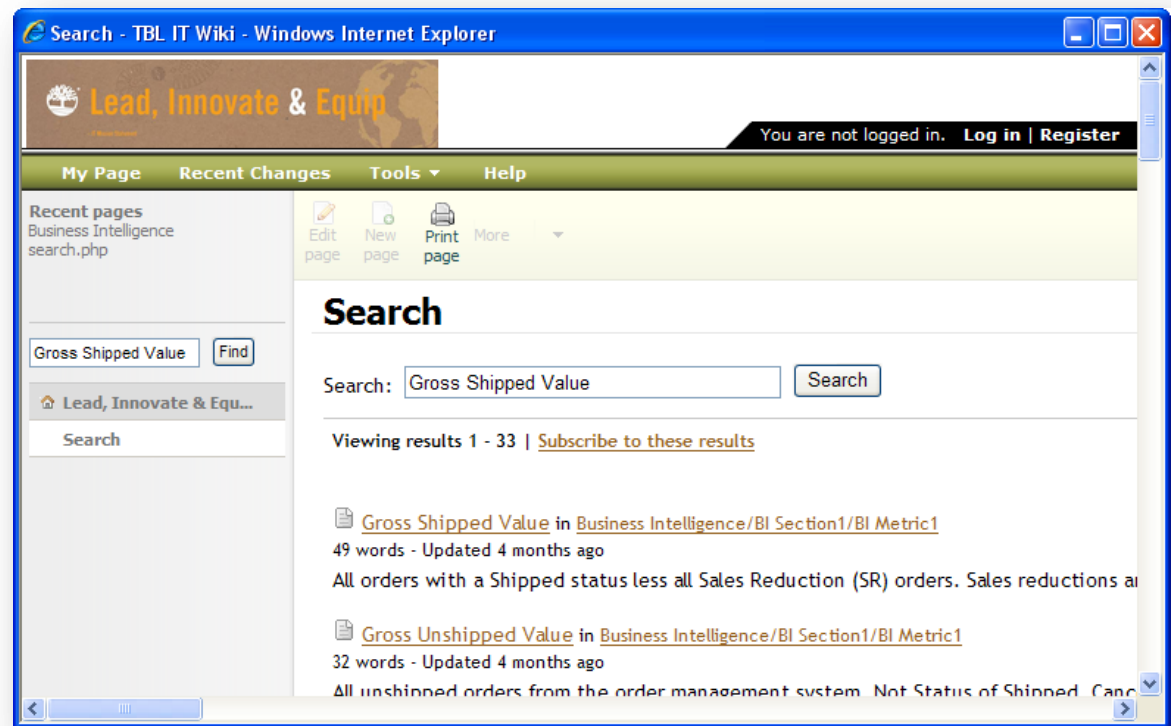
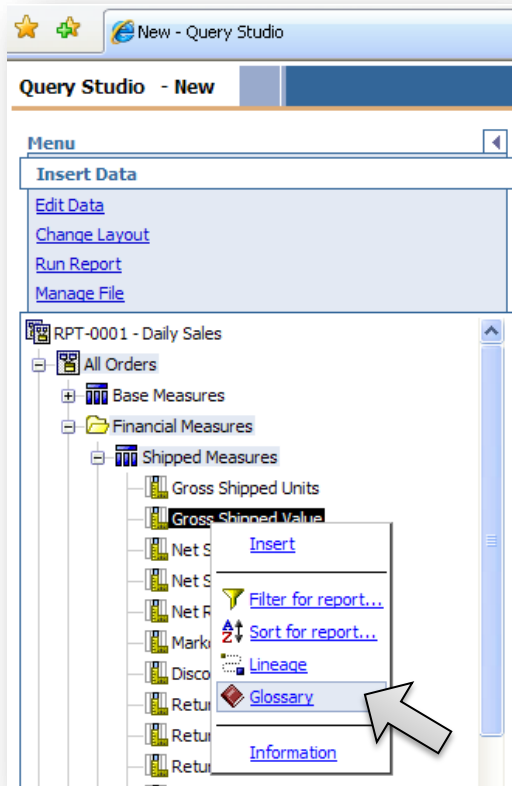
Implement Global Standards & Documentation

- Initially, documentation lived on network shares
 - Difficult for users to find and navigate.
- We needed a centralized web based solution that was easy to maintain
- An Enterprise Wiki was the ideal platform
 - Enables collaboration and comments
 - Cross referencing of information discourages duplication
 - Opportunity for Integration with IBM Cognos 8



Implement Global Standards & Documentation

Integration of IBM Cognos 8 and the Enterprise Wiki



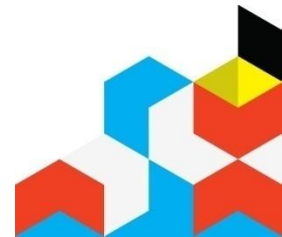
Driving Adoption with Innovative Solutions

- We gave them something they don't already have
 - Rolling out Global Sell-Through Reporting
 - Tapping into previously unviable data sources to enable regional insights
 - It has generated excitement and renewed enthusiasm.
- Fresh content encourages creativity and productivity
 - Keeps senior management focused on your project
 - Drives adoption
 - Increases the viability of the platform and helps to ensure continued funding.
 - Entices non-traditional users to utilize the service.



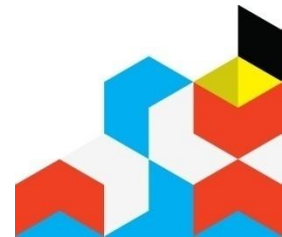
Technical Conclusions

- We discovered that there isn't a single "right way" to approach data modeling for BI.
- We leveraged all of our proficiencies and various technologies for their strengths.
 - Third Normal Form, or "Snowflake" data modeling was great for broad, but low level detailed analysis.
 - Multi-Dimensional or "Star Schema" data modeling was an excellent approach for high level, aggregate analysis in a narrower scope and creating DMR packages.
 - Cognos PowerCubes offered great performance, and a familiar interface with all the added benefits of the IBM Cognos 8 platform.



Constant Learning and Evolution

- We're on the right track
 - 1st Consolidated global view of wholesale sales
 - 1st Combination of wholesale and retails sales
 - 1st Alignment of financials with sales data
 - 1st Insight into emerging markets via 3rd party retailers
 - 1st Consolidated view of corporate strategic initiatives
- But its not over...
 - Every day is a learning day
 - This is a journey



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