

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, 3rd 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%

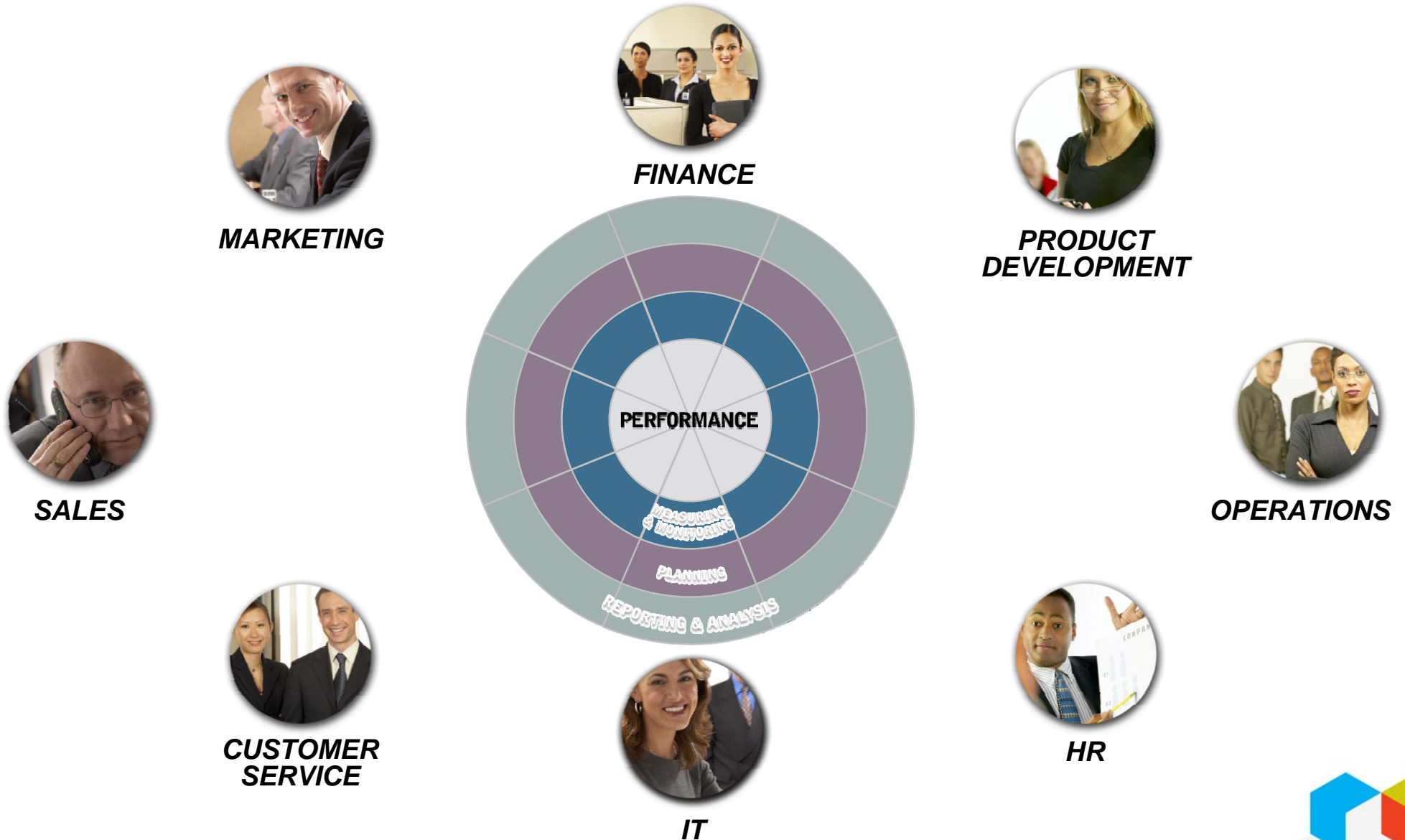
Cite lack of time, budget and resources as their main challenge for implementing BI and Performance Management Initiatives – 2009 Computerworld survey



Huh?



What are we trying to achieve?



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.”

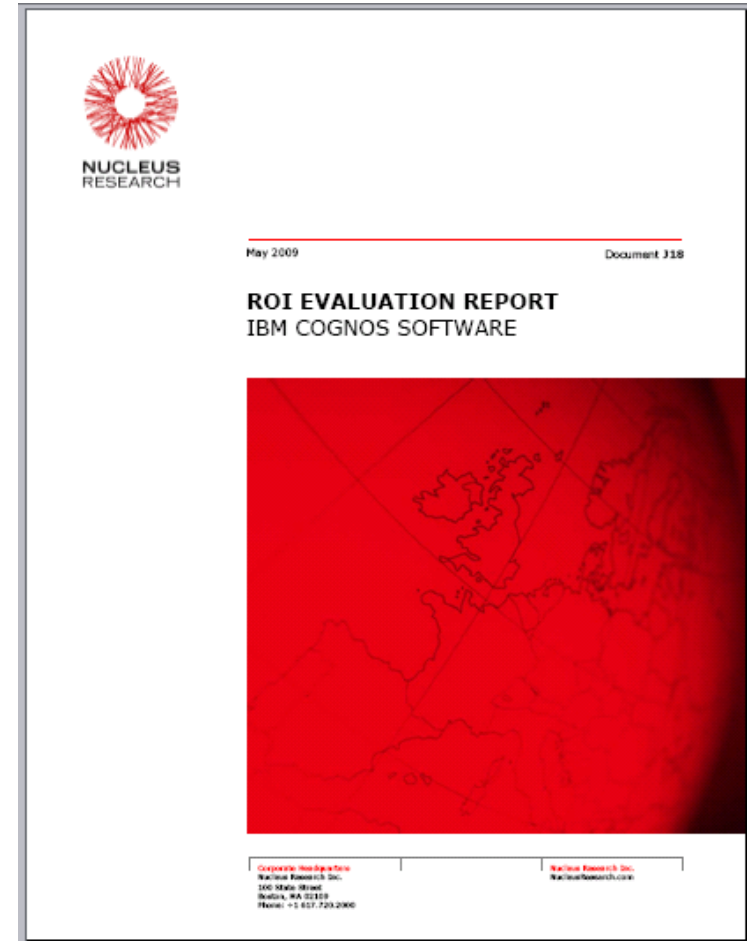
“Guidebook, Enterprisewide BI”,
Nucleus Research,
D. O’Connell, May 2008

- 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

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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

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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

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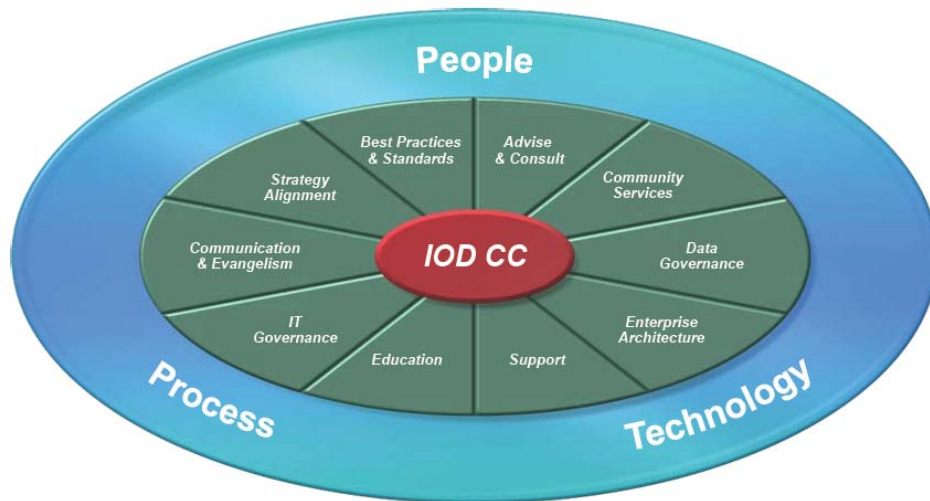
Most Political Situations Occur because:

- 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

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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

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- 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
 - 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
 - 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
 - Engage a consultant to help you achieve successful implementation and deployment of your software solution



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Thank you!

