

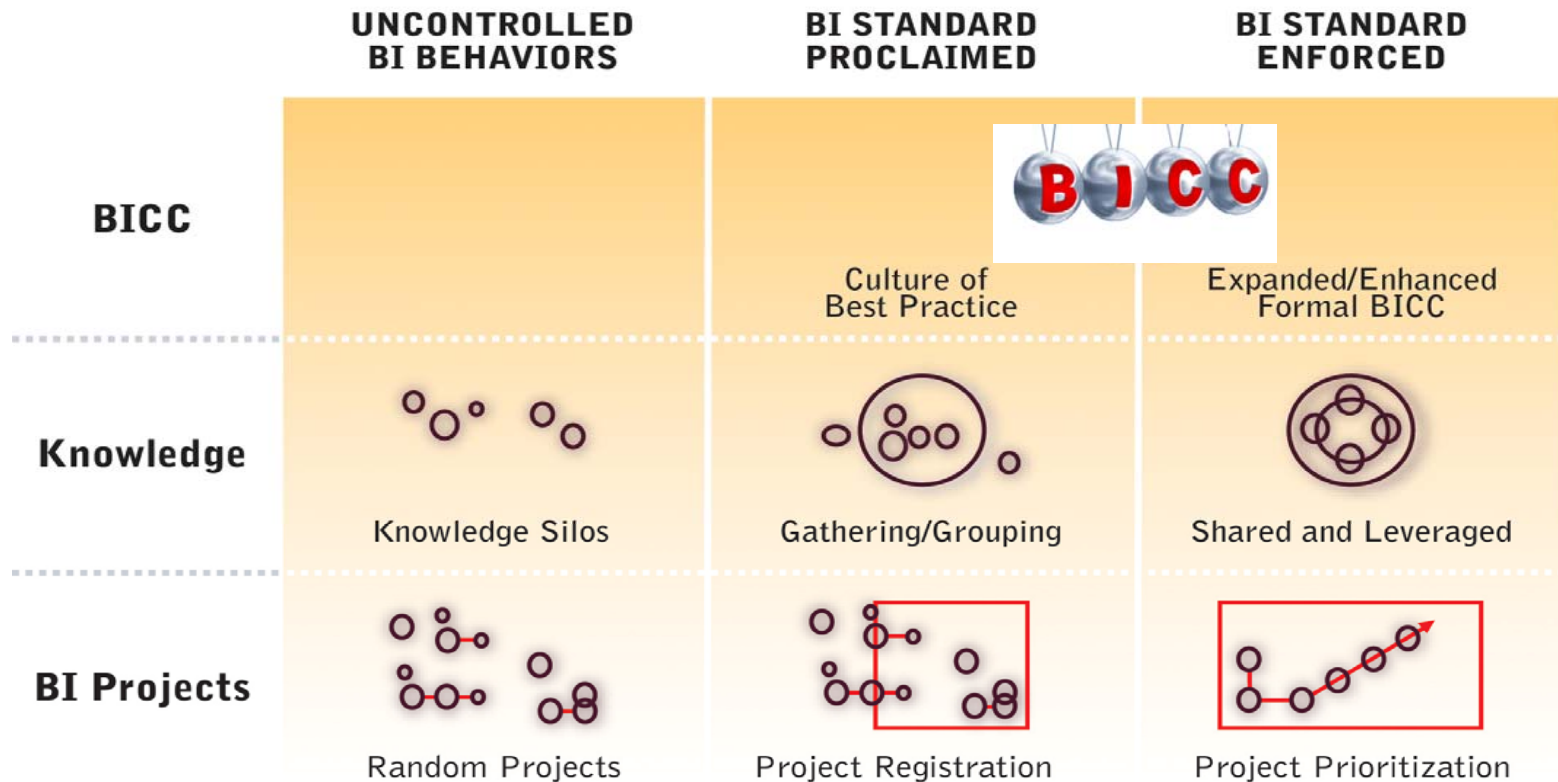


**Cognos.**  
software

## Driving BI Across the Enterprise

Winning Conditions through Standardization & BICC

# Maturing Enterprise BI & Operational Design



# What is Needed?

- **Enterprise-class platform**
  - Reliable and scalable software that is low cost to deploy, manage and maintain
- **Complete, consistent view of information, anytime, anywhere**
  - Capabilities for all user communities to ensure access to the right information for better decision-making
- **Solutions based on Best Practices**
  - Blueprints, Applications, Services, Support that accelerate deployment
  - Knowledge and Expertise on Competency Centers to enable winning conditions for success



# Higher Performance Starts with Informed Decision Making

- How are we doing?
- What should we be doing?
- Why?

PERFORMANCE

MEASURING  
& MONITORING

PLANNING

REPORTING & ANALYSIS

## Core Business Functions

| CORE BUSINESS FUNCTIONS | TOTAL<br>RESPONDENTS<br>% | IT<br>EXECUTIVES<br>% | FINANCE<br>EXECUTIVES<br>% | LOB<br>EXECUTIVES<br>% |
|-------------------------|---------------------------|-----------------------|----------------------------|------------------------|
| PLANNING                | 79                        | 80                    | 85                         | 72                     |
| REPORTING *             | 76                        | 52                    | 90                         | 94                     |
| ANALYSIS                | 68                        | 16                    | 85                         | 100                    |

# Drivers affecting Operational Design

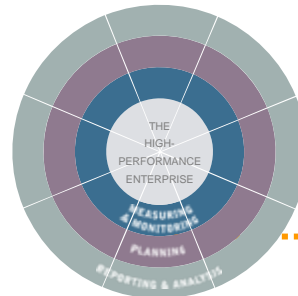
## INFLUENCES / BARRIERS

### The Outside Environment

- Business Model Evolution
- Accelerating Globalization
- Hyper Competition
- Market Consolidation
- Governance & Regulations

### The Inside Environment

- System Complexity
- People & Resource Management
- Fragmented transactional systems and silos of data in business units and applications
- Multiple reporting and analysis tools
- Spreadsheets are too often perceived as the answer to all problems – introducing data integrity, scale, audit concerns



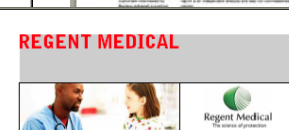
## RESULTS IN OVERCOMING BARRIERS

- Increase User Adoption & Productivity
- Increase ROI
- Increase Shareholder Returns\*
- Increase confidence in decision making & compliance
- Improve time to decision making
- Improve human capital management
- Drive accountability

\*The Hacket Group Book of Numbers – 2.4 x Shareholder Equity

# Cognos Research 27 Organizations - Why Standardize ?

1. Increased Transparency of information / Single Version Truth
2. Increased level consistent / repeatable delivery of Cognos and best practices
3. Increased Business User Satisfaction
4. Increased and better utilization of skilled individuals in your organization
5. Improvement of IT efficiency to respond to the business quicker (remove backlog requests)
6. Understanding and knowledge of what other Customers are doing to progress and develop their BICC
7. Decreased Staffing costs through reuse of best practices and projects
8. Increased IT and Developer Satisfaction to manage Cognos technologies
9. Increased usage of Cognos (BI) footprint and adoption
10. Higher Performance throughout IT and the Business
11. Increased Decision Making Speed
12. Increased understanding of the value of BI
13. Strength of Vendor Relations
14. Customer Self Service
15. Reduction in direct software costs
16. Reduction in related costs (hardware, training)
17. Reduced TCO
18. Recognition of new approaches and new ways to use BI



"COGNOS HAS BEEN THE SOLUTION OF CHOICE AT REGENT MEDICAL FROM THE INCEPTION OF OUR BI INITIATIVE AND THROUGHOUT THE EVOLUTION OF OUR BI ENVIRONMENT. STANDARDIZING OUR REPORTING WITH COGNOS ALLOWS REGENT MEDICAL TO INCREASE VALUE, WHILE REDUCING COST - DELIVERING ONE VERSION OF THE TRUTH NECESSARY FOR CONSISTENT AND INFORMED DECISION-MAKING AT ALL LEVELS OF OUR ORGANIZATION."

—STEVE DEAN, IT MANAGER, REGENT MEDICAL LIMITED

REGENT MEDICAL PROTECTS ITS INVESTMENT BY STANDARDIZING ON COGNOS

Being a major global firm in the medical market means matching the right IT solution with the right people to ensure profitability and gain a competitive edge. At Regent Medical, that solution is Cognos software. Regent Medical Limited manufactures and markets health products for healthcare workers and patients. It specializes in providing Regent Medical

company also found that the information was inconsistent from department to department, making it almost impossible to get an accurate view of the organization. **STRATEGY FOLLOWED** Tackled to fix the problem was Steve Dean, IT Manager at Regent Medical. He was confident that Cognos would fix their existing IT environment—having already implemented the software in their company. After a few years, Steve Dean knew that Cognos had

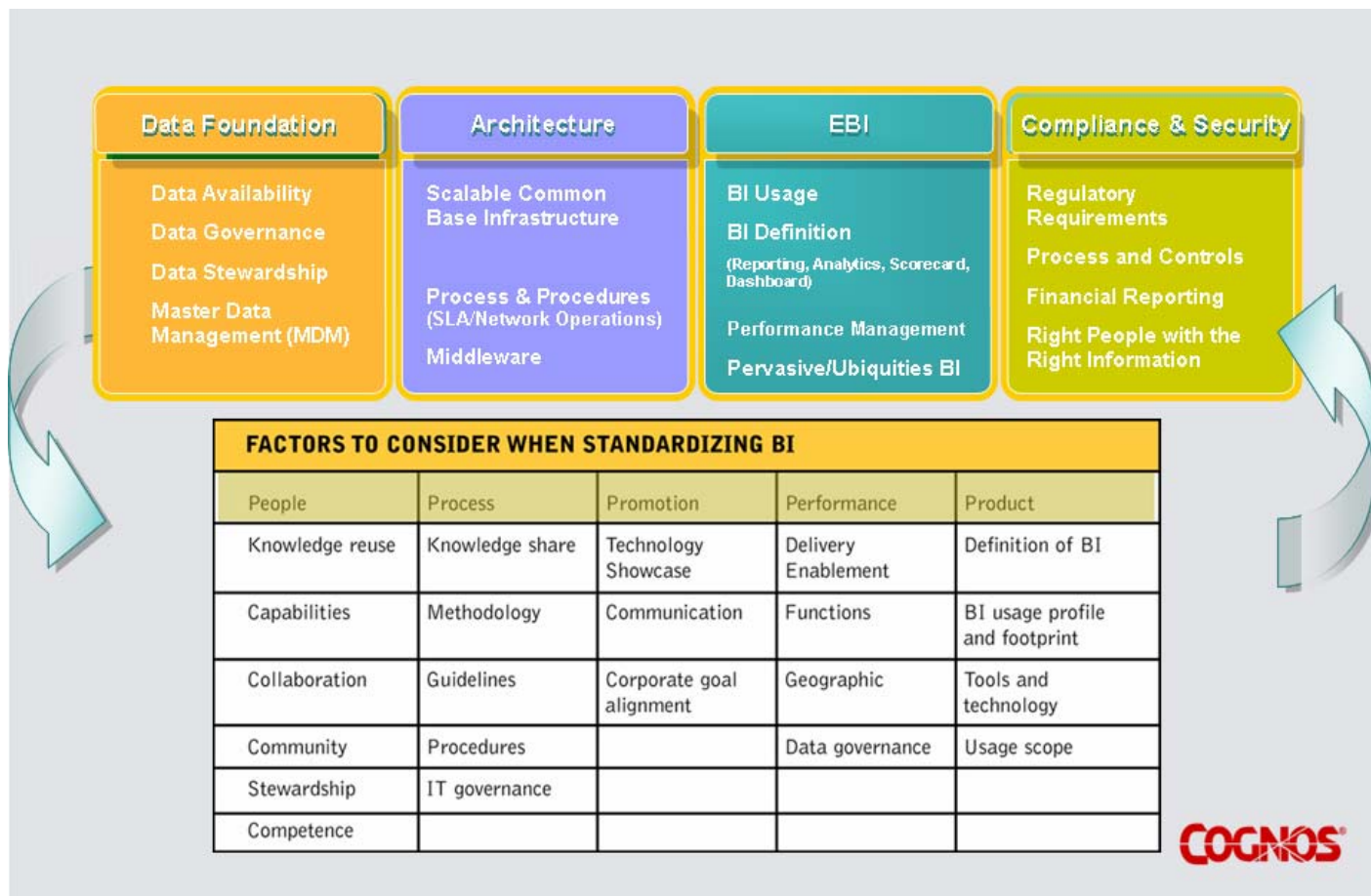


# Standardization – more than Choice of tools ....

Highly performing organizations standardize....

Technologies, people, process and organizational framework

With an enterprise strategy



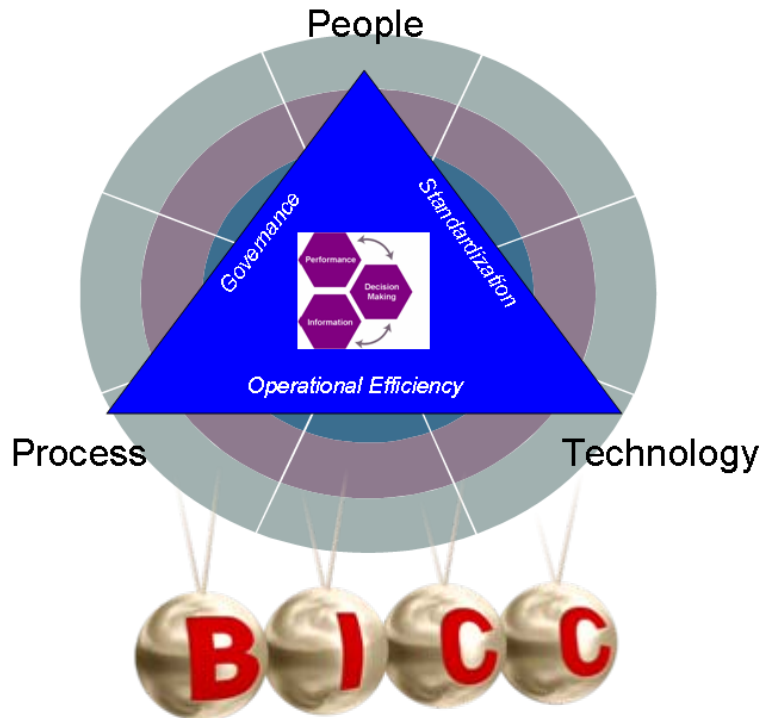
## Standardization = Achieving the CIO / CFO Goals

- **Business productivity gains**
  - Spend time developing action plans instead of disputing the figures
  - Spend less time learning disparate tools
- **Streamlined spending and reduced overall cost of ownership**
  - Command a more strategic relationship (business / IT)
  - Reduce duplication of effort (human and technical capital)
  - Reduce the number of servers deployed, reduce maintenance efforts, training costs, and implement solid best practices to accelerate deployment
- **Increased access to timely, relevant, & more consistent data**

## Highly Performing organizations share common goals across the enterprise ....



- Corporate Strategy
- Performance Management
- Information Enablement & Measure



### BICC / PMCC :

Promotes and provides **delivery enablement** through a **consistent set of BI skills, standards and proven practices**

Enables **repeatable successful Cognos deployments** through the development and focus of people, technology and process – **in ways that make sense to an entire organization or division**, rather than just a 'single project'

# Common Barriers inhibiting success

- Organizational change / Behavior change
- Established Operating framework / foundation to support BI as a strategic asset (enterprise)
- Balance of Centralize vs Decentralize / Real vs Virtual
- Balance of resources with competency, stewardship and governance
- Understanding the successful path to take on the BICC journey
- No one size BICC fits all (How many BICC's should you have in your organization ? )
- Gaining support of peers and execs across the enterprise organization
- Lack of having a well defined/orchestrated BI reference framework



# BARC BICC Research Study

*A BI competency center is a proven way to overcome the challenges of delivering Enterprise Business Intelligence*

## **Alignment:**

*"The cooperation between IT and business users is much stronger in companies with an established BI competency center"*

## **User Adoption:**

*"Every department has a higher usage of BI software when a BICC is part of the organization."*

## **Business Value:**

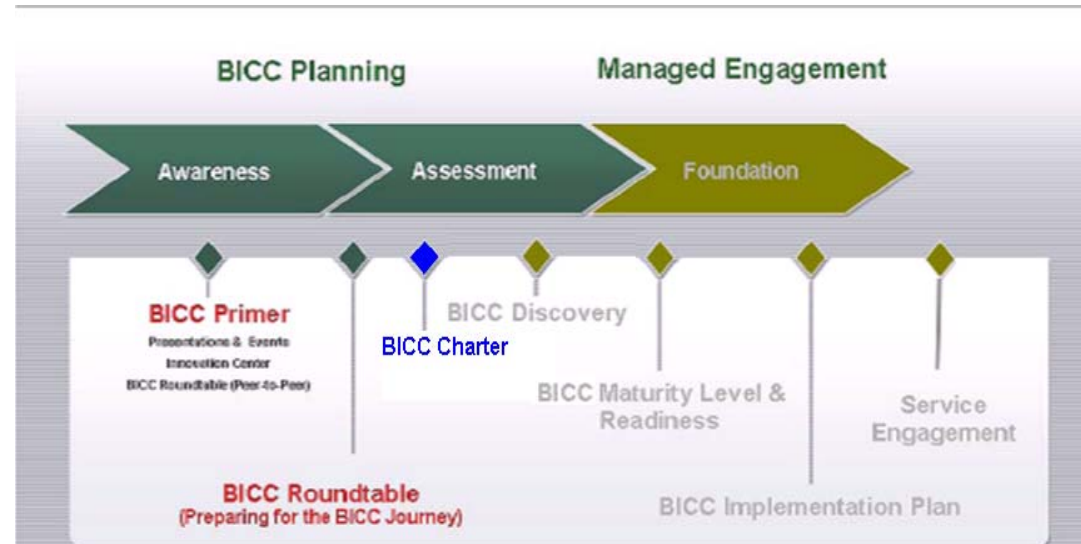
*"Companies with BICCs outperformed those without competence centers in every single category"*



# Cognos Service Solutions to help you succeed



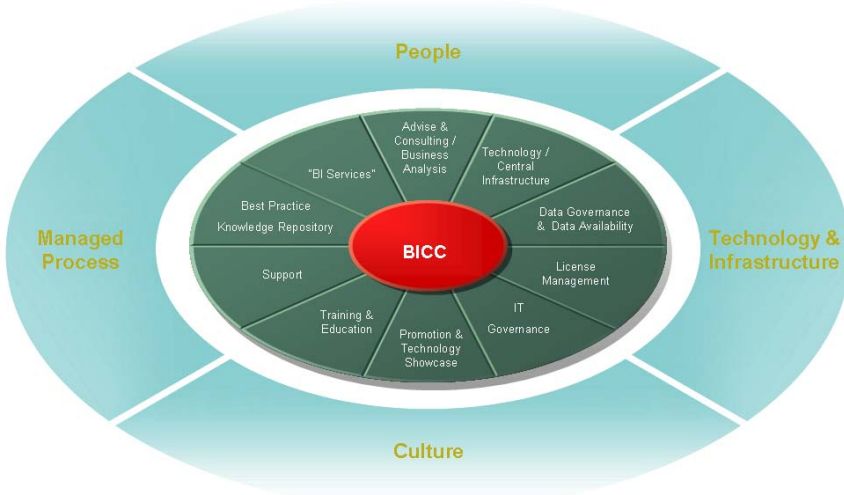
- Cognos has defined a strategy and professional service program to work closely with customers - helping them transform their Cognos investments across the enterprise with a BICC.



Best Practices in formalizing a BICC

# Balance design of 4 fundamentals

## Scope of BICC services



## People and Culture

### BUSINESS USERS

- Prioritize Deliverables
- Obtain Funding
- Review against business strategy
- Review against processes
- Test usability / effectiveness

### ANALYSTS / POWER USERS

- Identify Data
- Obtain Funding
- Develop Business Rules
- Validate exploration / Discovery

### IT

- Build / leverage infrastructure
- Validate methodology
- Validate technology & tools
- Set & maintain Standards
- Evaluate training requirements

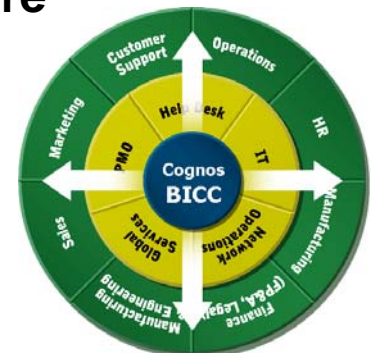
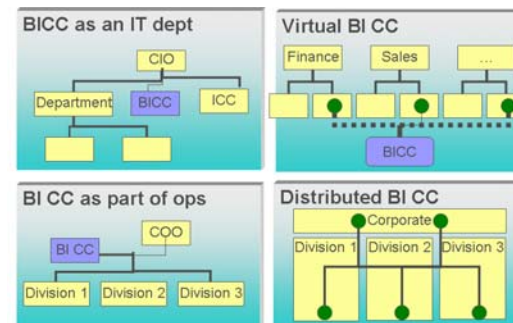
### BI COMPETENCY CENTER

- Combined expertise of ALL stakeholders

## Foundation Design



## Placement and Structure



Best Practices in formalizing a BICC

## Establish a Foundation (Approach & Sponsorship)

### PROS

### CONS

#### Top-Down

Political support makes change happen  
“Instant” internal customer buy-in; their options for data are curtailed  
Implementation is on a schedule driven by the top

You will be the agent of “Knocking down” existing systems – making waves with future customers

Executive Sponsors, Customers may have different opinions of what should be the priority

Lost flexibility to listen & act on good ideas that happen in a process

#### Bottom Up

Fosters the internal champions useful to see an idea & maintain momentum once sold

Opportunity to make mistakes, learn from them & listen to users

Owning the schedule gives you greater flexibility

Even with internal support, tricky to secure executive buy-in

Resources scarce & hard to secure

You compete with the rest of the organization for priority.

*# 1 Requirement from Studies = Executive Sponsorship*

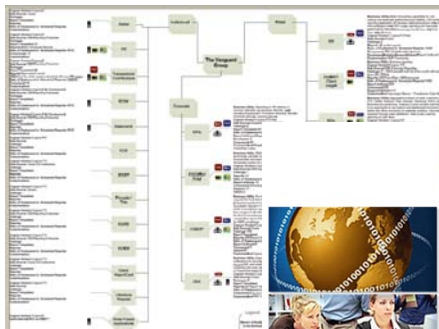
Best Practices in formalizing a BICC

# Access your current state

(Organizational readiness / Understanding of needs)

## Product , Project, Usage Inventory & Profile

## Understanding of Business and IT needs (Drivers)



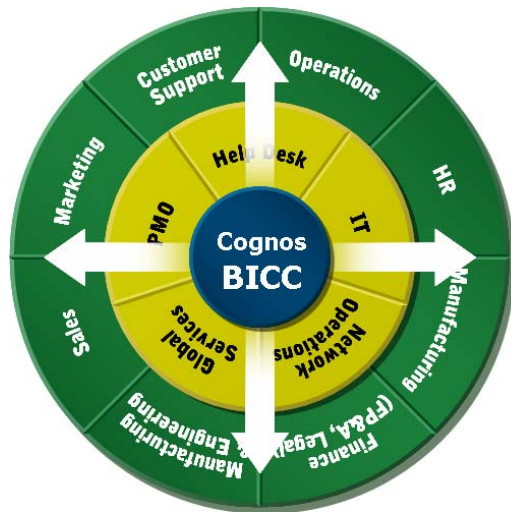
| Departmental<br>Business Intelligence  | BI<br>Standardization<br>Proclaimed   | BI<br>Standardization<br>Enforced   |
|--|---|---|
| Business Driven<br>IT Steward Supporting   | Business Driven<br>IT Trying to Streamline  | Business Driven<br>Registers with IT<br>Business & IT relationship<br>To enforce              |
| Typically<br>Decentralized<br>Knowledge Experts  | BI Competency Center<br>(BICC) Considered or present  | Matured BICC<br>Central or Shared BI skills   |
| Departmental Metrics<br>Typically Funding<br>per project                                 | Possibly a Performance<br>Management Culture<br>BI may be a Line<br>Item on Budget                    | Possibly a Performance<br>Management Culture<br>BI a Line Item on Budget                      |
| Good Enough Product<br>for this project<br>LOB - Familiar Product<br>Lowest Licence Cost | Best Product for<br>Multiple Projects<br>Now Considering<br>Lowest Overall TCO<br>Vendor Relationship | Best Product for Multiple<br>Projects<br>Exception Process Clear<br>Vendor Relationship Vital |

| Core Business Processes |                     |                 |                      |                  |
|-------------------------|---------------------|-----------------|----------------------|------------------|
| CORE BUSINESS PROCESSES | TOTAL RESPONDENTS % | IT EXECUTIVES % | FINANCE EXECUTIVES % | LOB EXECUTIVES % |
| REVENUE OPTIMIZATION    | 94                  | 88              | 95                   | 100              |
| PROFITABILITY           | 89                  | 84              | 95                   | 89               |
| RISK MANAGEMENT         | 76                  | 84              | 65                   | 78               |
| ASSET OPTIMIZATION      | 65                  | 72              | 79                   | 80               |
| GOVERNANCE              | 52                  | 64              | 45                   | 44               |
| INITIATIVE MANAGEMENT   | 40                  | 36              | 25                   | 67               |

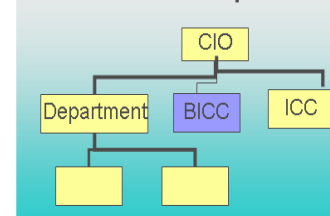
Best Practices in formalizing a BICC

## Establish a Foundation

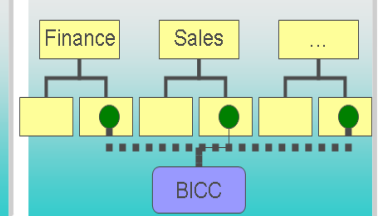
(Placement, Scope of Operation, Structure)



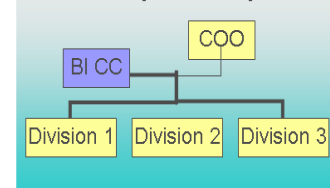
BICC as an IT dept



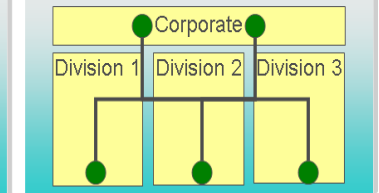
Virtual BI CC



BI CC as part of ops



Distributed BI CC



# 2 Requirement from Studies = Involve both Business and IT

CIO = 67 %

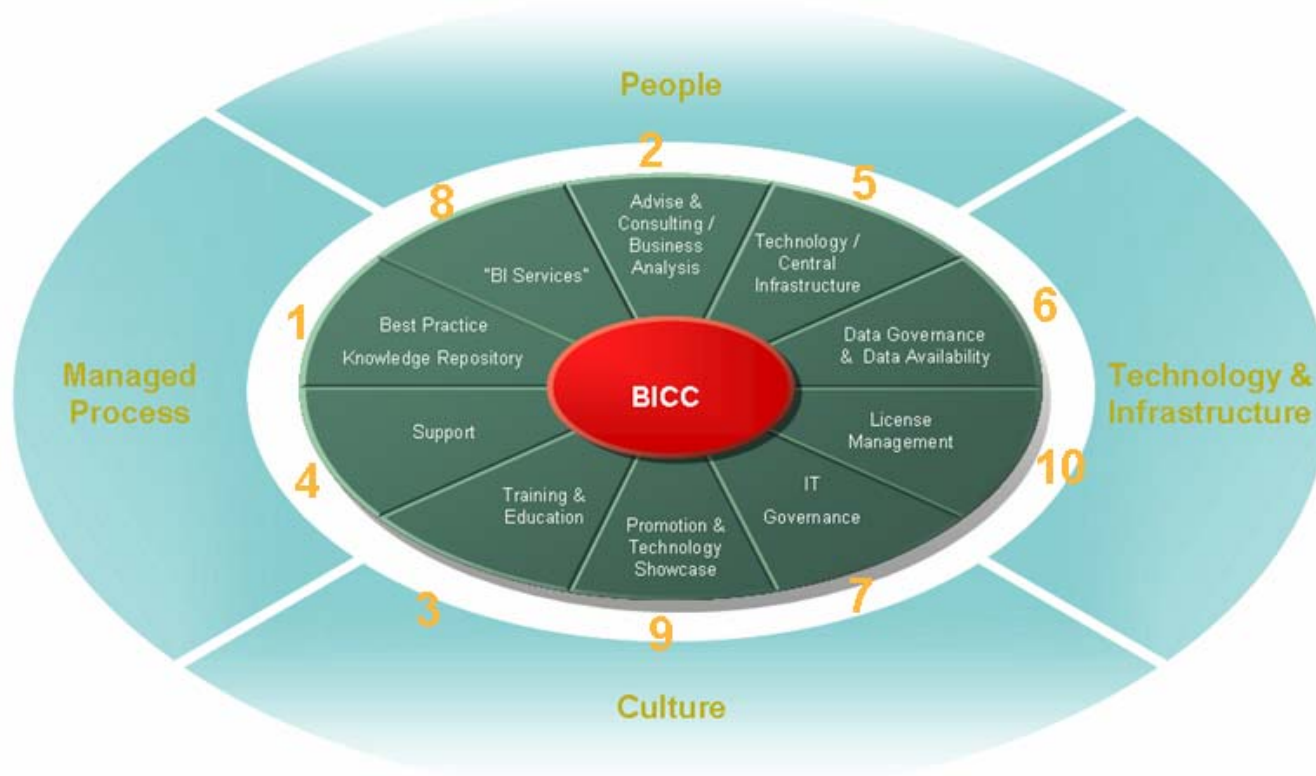
CFO = 29 %

Partnership or CSO = 4 %

Best Practices in formalizing a BICC

## Plan BICC services to enable the organization

**What it is /  
What it is Not**



**What do you already have ?  
What do you need (business/IT) ?**

Best Practices in formalizing a BICC

# Develop People Competency

(Skills, Alignment, Accountability)

## BUSINESS USERS

- Prioritize Deliverables
- Obtain Funding
- Review against business strategy
- Review against processes
- Test usability / effectiveness

## ANALYSTS / POWER USERS

- Identify Data
- Obtain Funding
- Develop Business Rules
- Validate exploration / Discovery

## IT

- Build / leverage infrastructure
- Validate methodology
- Validate technology & tools
- Set & maintain Standards
- Evaluate training requirements

## BI COMPETENCY CENTER

- Combined expertise of ALL stakeholders

## BI Steering Committee

Executive Sponsor (CIO or CFO) / BICC Director / Senior Management/Influential representatives of both Business and IT  
Strategic Vision - Enforce the BI Standard - Project Prioritization - Funding Decisions or Requests

Virtual or Fixed Team

Centralized / Decentralized

### Business

LOB Mgmt & Project Lead  
Project Sponsorship, Project Funding  
Business Requirements

### BICC Core

BICC Director  
Design, Manage, Measure, Evangelize, Promote

### BICC Specialists

Business & IT as One

BICC Program Team  
Project Startup Assistance & Guidance  
Project Oversight/Health Check  
Resource Enablement

### Development

Development (Application, Reports, Models)  
Report Factory, Shared Utility

### User Adoption Specialists

Support Services, Training,

### System Admin & Operations

Network Operations & Security Admin  
(Hardware, Capacity Planning & Security)

### Data Mgmt

ERP and EDW DBAs  
DW Governance and Stewardship

Best Practices in formalizing a BICC

# Plan your Funding Model and Design

## ▪ Central Budget

- Part of IT budget / Popular in early stages

## ▪ Subscription Based

- “Fair share” of costs / Popular in mature BICCs

## ▪ Billing Queries

- Fee charged for each activity / Helps to promote BICC value, but often a barrier

## ▪ Services Based

- Similar to external service provider model / Requires intimate understanding of organizations usage



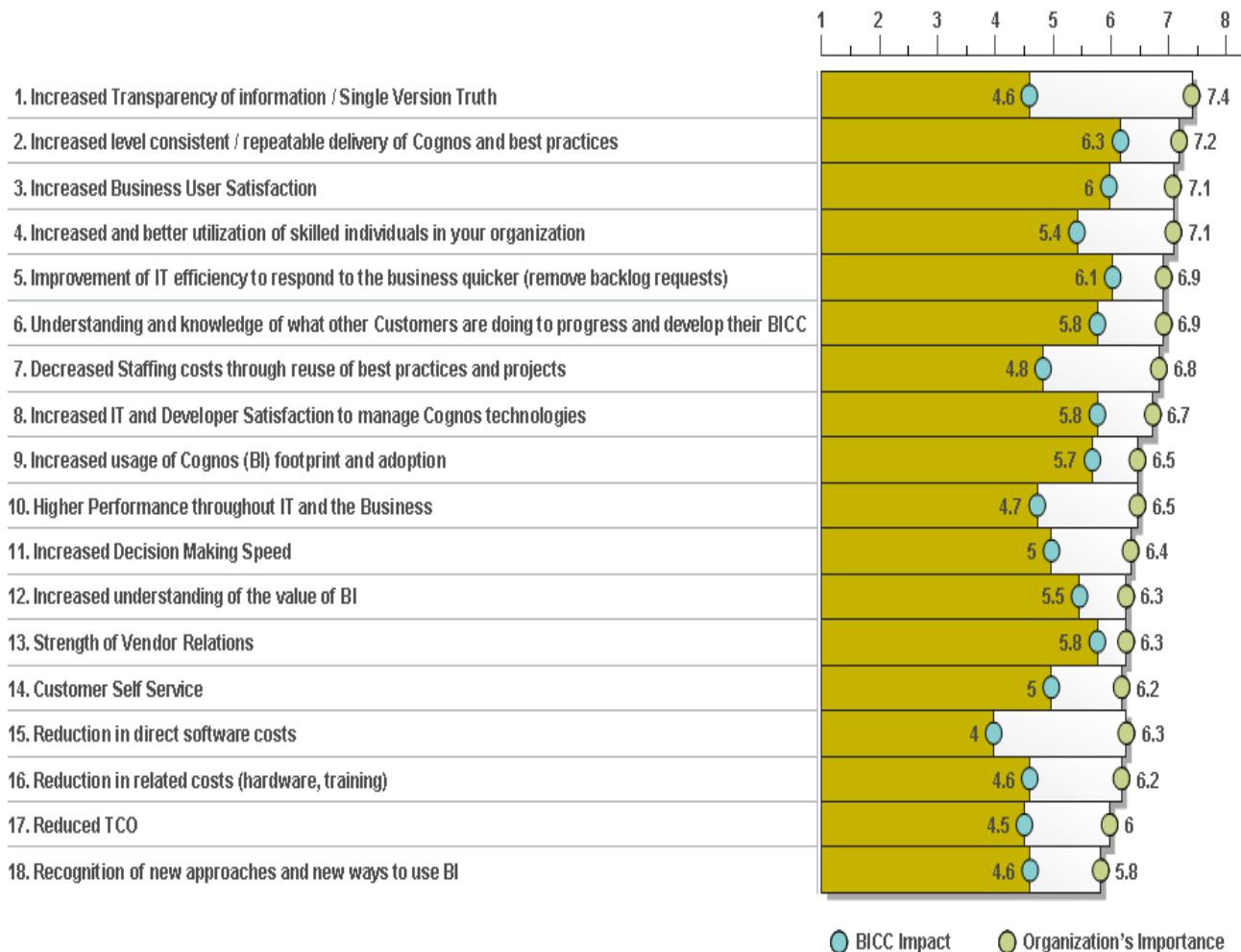
Best Practices in formalizing a BICC

## Measure and Promote Success



Driving Value and ROI

# Cognos Research of 27 Mature Enterprise WW Organizations



## Innovation Center to keep you up to date

- **BICC Content Focus**
- **Provide a meeting place for BI thought leaders**
- **Increase BI understanding, adoption and implementation**
- **Deliver a forum and resource center around BI Competency Centers**



<http://www.cognos.com/innovationcenter>





**COGNOS** | INNOVATION  
CENTER  
*for Performance Management™*

**ADVANCING PLANNING AND PERFORMANCE MANAGEMENT PRACTICE**

## Our Commitment:

- **Innovation that drives performance**
- **Solutions for your success**
- **Partnership for the journey**





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