



Highlights

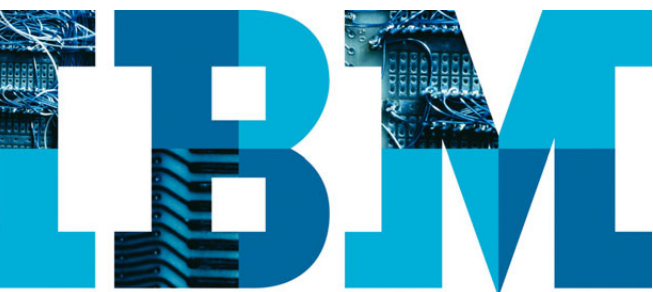
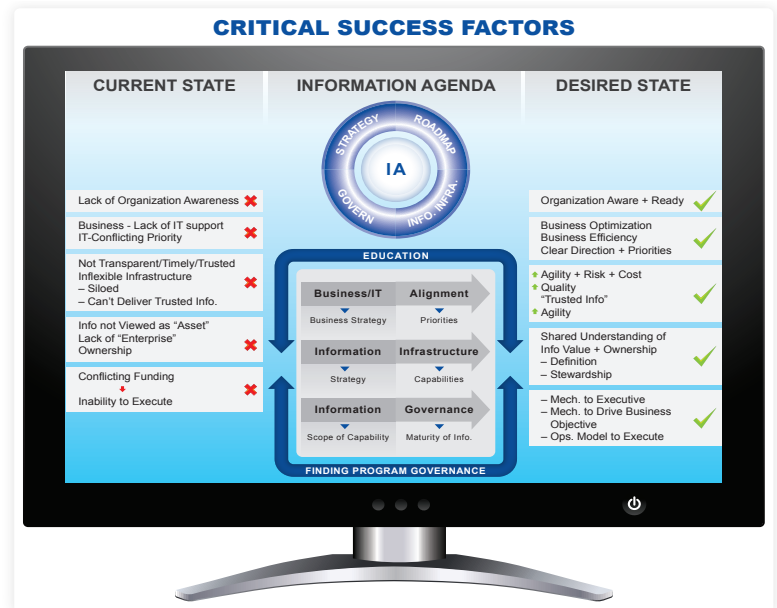
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IBM Information Agenda

Accelerating Information Usage within Your Organization

Whether yours is a *Fortune* 100 company or a smaller, localized business, you need to provide everyone in the organization the information and insight they need, when they need it, to make better business decisions. By unlocking the full value of your information, you gain a trusted, versatile asset to fuel productive decision-making and sustained competitive advantage. The IBM Information Agenda™ is a comprehensive, enterprise-wide plan to take the information being generated across, and even outside of, the organization and gain insights from it to drive better business decisions.

Critical Success Factors



This diagram summarizes the challenges and promises of accelerating information usage within your organization. On the left are obstacles that keep organizations from realizing full potential of the information (“Current State”); on the right are the mature capabilities and benefits gained by making information and insight available to everyone in the organization, when they need it (“Desired State”). The middle of the diagram shows what’s needed to accomplish the desired state—the critical success factors in executing an Information Agenda to maximize the value of information, gain insights, and drive business results.

Challenges for Current State of Information Landscape

In most organizations, each line of business (LOB) and department is focused on its own information-centric projects, based on specific business priorities. What is often missing is awareness of how these projects relate to each other and to the overall information management strategy: what is the common data that can be shared across projects? Can they share resources? What’s the best way to phase them, so as to maximize IT productivity and minimize disruption to other parts of the business? Without this awareness, business teams and IT often struggle to align competing business priorities with constrained IT resources.

The proliferation of systems to serve needs of a specific department or LOB without a central strategy and plan has contributed to the locking of information into silos across the company. The sheer volume of information and need for real-time access are both spiraling. Plus, many organizations realize that there is an inherent information security risk in data redundancy, in addition to unnecessary data storage costs. All these silos make information infrastructure slow, inflexible, and expensive.

Proliferation of silos in information infrastructure also leads to lack of enterprise-level ownership for shared information about products, customers, and supply chain. Each department and LOB funds point solutions for its own priorities, while IT struggles to fund new information-centric projects at the enterprise level that will benefit multiple departments and lines of business.



Without the appropriate funding mechanism and co-ordination across business and IT, an organization is unable to move from current state to one in which information and insight is available to everyone in the organization, as and when they need it.

Desired State for the Information-Driven Enterprise

The IBM Information Agenda is a strategy for turning information into a trusted business asset—useful, accessible data that you can rapidly purpose across applications, processes, and decisions, as well as gain insights to drive better business decisions. This doesn’t require replacing existing information systems and sources, but rather accessing information easily and flexibly to gain:

- Awareness and readiness across the organization
- Business optimization
- Clear directions and priorities for information-centric projects
- Agile and cost-effective Information Infrastructure
- Trustworthy information
- Shared understanding of information value and ownership
- Enhanced abilities to execute on information-centric projects

Getting to the Desired State with Your Information Agenda

This document acquaints you with six critical success factors needed to create your Information Agenda:

1. Education
2. Business/IT Alignment
3. Agile and Cost-Effective Information Infrastructure
4. Effective Information Governance
5. Funding Mechanism
6. Roadmap and Program Management

Critical Success Factor One—Education

An Information Agenda curriculum creates an intentional system of awareness and engagements across the organization.

Education gives your team a common view of industry peer activity and what the team can accomplish, expanding its perspective and generating motivation. IBM-led workshops and subject matter experts are vital to the education process. Our extensive experience and best practices can guide you and your team smoothly through the process of building an Information Agenda with an actionable set of projects.

To ready your organization for transformation, executive management must understand how information and analytics solutions work and how to leverage them to drive business results. Many functions and business units within the enterprise can benefit from the use of information and analytics to improve business outcomes.

The first step in the education process is the **Information Agenda Briefing Workshop**. This workshop is designed to deliver a shared understanding and determine how your organization would benefit by embracing an Information Agenda. You'll hear success stories from other companies who have gained significant value from their Information Agendas. You'll also discuss key business and IT initiatives to focus on as a part of your Information Agenda.

A large part of the initial education process is to bring together key stakeholders from IT and LOB to discuss business challenges and look at new ways of addressing them based on



best practices. A large North American soft drinks manufacturer has several facilities across the United States, each producing numerous products. It maintains five business units based on geography to produce and distribute the soft drinks.

Each unit conducts an annual planning process to determine which products are to be made in each facility. Producing more products in a facility means higher manufacturing costs (due to frequent switch-over of production equipment) and lower transportation costs (as the production facility is closer to the consumer). Producing fewer products in a facility means lower manufacturing costs and higher transportation costs. The decision process for what to make in each facility has been largely based on "gut instinct" and past experience. As the IT and LOB teams discussed the annual planning process with IBM, they saw potential for improving this process. Industry best practices indicated that an analytics solution could be used to consider manufacturing and transportation costs in generating an optimal production mix for each facility.

Starting with a proof of concept for two business units, they tuned the solution based on the experience and rolled it out across all five business units. The solution saved over \$5 million based on reduced inventory and lower transportation costs. The solution also allows business units to plan quarterly as opposed to annually—enabling business teams to react to short-term trends such as oil prices increases resulting in higher transportation costs.

Critical Success Factor Two—Business/IT Alignment

The importance of aligning business with IT cannot be overstated.

Achieving alignment between Business and IT is a major challenge and a top priority. In too many organizations, these key areas are in disharmony, with far-reaching consequences: business views IT as slow and unresponsive, while IT accuses the business side of burdening them with too many expectations and requirements—hampering their efficiency. Mutual lack of support between the two leads to conflict and affects the entire organization. Development of an Information Agenda helps focus business/IT alignment around opportunities and priorities, replacing conflict with productive collaboration.

The Information Agenda Business Discovery Tool helps participants focus and agree on key business initiatives for the organization, then delivers a prioritized matrix of the most relevant business initiatives.

IBM Information Agenda Workshops help IT and business leaders agree on common priorities. Here's an example of what partnership among IT and Business can accomplish:

The Sales and Ordering group within a corporation was looking to streamline its order entry system. Customers bought their products and services via multiple sales channels—call centers, internet, and retail outlets. The Sales and Ordering group was interested in improving accuracy in the ordering process to reduce call center workload and drive higher revenue with better bundling of offerings. The Finance team wanted to improve the accuracy of billing based on up-to-date product pricing for various bundles, promotions, and discounts.

IT leadership worked with IBM and leaders from Sales and Finance to come up with a solution that addressed the needs of both teams: a single repository with all product and service information, including pricing, promotions, availability, bundles, and so forth. With effective alignment across business groups (Sales and Finance) as well as IT, the team delivered cost savings, improved revenue, and higher efficiency for ordering and billing processes. The common product and service information repository has become a key asset for the information infrastructure of the corporation and will be used for many future initiatives.



Critical Success Factor Three—Agile and Cost-Effective Information Infrastructure

Attain a detailed understanding of current information and analytics environment.

Do people in your organization understand how data is used, secured, and replicated? How is it shared across departments, lines of business and geographies? With business and IT aligned, an organization is ready to develop the information infrastructure that reflects the technologies, skills and competencies needed for applying information and analytic capabilities and deliver business results.

Using the **IBM Information Agenda Capability Model**, IBM and your subject matter experts perform a capability assessment at the information infrastructure level, then identify and prioritize opportunities for improvement.

Too often, enterprises are burdened with inflexible, siloed, inaccessible and untrustworthy information. To resolve this serious obstacle, IBM capability assessment shows where you stand and evaluates how to extract data from silos and get it under the control of an enterprise-wide organization. This is a critical priority in the Information Agenda—a view to using all data in the enterprise in a holistic manner, making sure it is shared effectively and employed to yield full advantage.

IBM Information Agenda

Information and Analytics

The ideal outcome of the IBM Information Agenda is the ability to connect trustworthy information smoothly across silos. Information capability mapping identifies gaps and their level of severity across strategy, architecture, stewardship, and processes. The process reveals a set of prioritized opportunities—specific courses of action that you can start on right away. At a glance, the detailed Capability Assessment Summary Scores show how prepared a company is to adopt an Information Agenda.

As a part of the capability assessment, one corporation discovered that it had over 1500 reports generated to serve multiple departments and lines of business. These reports were built over several years and required over 10,000 Extraction, Transformation and Loading (ETL) batch jobs for data integration. IT worked with business to identify which reports were still being used and which were no longer needed. IBM also worked with IT to optimize the ETL jobs. As a result of streamlining reports and data integration batch jobs, costs were reduced by 50 percent and business users now receive key reports sooner.

Critical Success Factor Four—Effective Information Governance

The IBM Information Governance Maturity Model establishes a benchmark of current practices against a peer group.

Information governance addresses and resolves the complex issues associated with data locked in silos. Information localized and not shared causes multiple inefficiencies and roadblocks; the organization lacks crucial information about its own customers, citizens, suppliers and employees. Gaining ownership of information and treating it as a strategic, shareable, asset is the mission of information governance. Effective governance enhances the quality, availability, and integrity of a company's information while facilitating cross-organizational collaboration and policymaking.

The IBM Data Governance Maturity Assessment

questionnaire of over 250 key questions measures precisely where a company stands and delivers a view of performance gaps across governance disciplines.

Addressing governance saves costs by eliminating duplication of work efforts, redundancy of information stored, and redundancy of technologies applied to govern it. Robust

information governance allows efficient compliance with external regulations. Plus, it unlocks the financial advantages of improved data quality, management processes, and accountability. Business performance is helped as well when common definitions and processes can drive effective strategy development, execution, tracking, and management.

Objectives of information governance include:

- Defining governance infrastructure and technology
- Establishing common and standard information domain definitions
- Defining ongoing governance processes
- Developing architecture practices and standards
- Monitoring and ongoing improvement of data quality
- Identifying and training key business sponsors, governors, stewards, and executives of high-priority business areas
- Establishing necessary organizational policies and cross-organizational oversight

A corporation has established its data governance council to oversee multiple IT programs. This council is made up of stakeholders from various departments: finance, marketing, sales, operations, and IT. IBM worked closely with the data governance council to assess current information maturity for key domains and ensure that information quality is maintained over time as various projects are deployed as a part of its Information Agenda.

Critical Success Factor Five—Funding Mechanism

Enterprise roadmap provides cross-LOB consensus and impetus for change.

The IBM Information Agenda approach can suggest changes in how companies execute project funding. In essence, efficiency-driven cost savings and productivity gains become available to fund next-generation projects—both LOB-led and major, multi-year strategic initiatives jointly led by IT and LOB. Historically, LOB-style funding within many organizations resulted in point solution investments focused solely on that single unit. Point solution funding without an organization-wide strategy often is the root cause of siloed information within organizations.



Using project funding as a means to drive an Information Agenda, in harmony with business objectives, creates IT efficiency and streamlines the entire organization. Projects can now be funded that benefit the entire company's competitive position and enable productive growth—advances that might otherwise have had to wait in line, or more likely repetitively executed in parts all over the organization.

Sadly, today 80 percent of IT funding goes to operational costs and only 20 percent is available for new development/deployment that directly supports business initiatives. Efficiencies identified during Information Agenda workshops focusing on data storage and data compression, application retirement, and infrastructure simplification can free up funds and improve the 80/20 ratio of operational & innovation IT expenses.

A large corporation was holding thousands of terabytes of information across the enterprise—all of it stored in the most expensive tier 1 storage. IBM worked with the corporation to identify which information was mission-critical, recently accessed, or confidential (and should therefore be retained in tier 1 storage), and which information could be moved to less expensive (tier 2 and tier 3) storage resources. Effective information management freed up millions of dollars in savings over five years, allowing the Chief Information Officer to fund

key projects and realize their Information Agenda, which then drove additional savings and efficiencies.

Critical Success Factor Six—Roadmap and Program Management

The Roadmap and Program Management process creates and implements a clear, multi-project path to becoming an information-centric organization.

An Information Agenda must reflect a company's near- and long-term deployment roadmap. For that roadmap to be most effective, the company must know where information use stands now—and where it needs to go. **IBM Information Agenda Roadmap and Program Management** activities help customers to determine project phasing and associated business justifications.

The Roadmap is an actionable plan that:

- Identifies underutilized or needed technology to meet objectives
- Outlines an execution plan to make data available
- Prioritizes capabilities required for sharing information across the organization
- Shares best practices for management and governance to sustain the information strategy
- Prioritizes projects to support a longer-term, information-centric, enterprise vision for extension and use of future information-based projects

Program Management then provides a systematic, ongoing approach to guide implementation of the Information Agenda approach across the organization, aligning strategy and execution. Program management can be thought of as the organizational "glue" that translates strategic business objectives into actionable plans and manages the tactics to reach the desired business outcome.

Creating the Roadmap

The first step in creating a roadmap is to identify information-centric projects that can help achieve business imperatives.

IBM Information Agenda

Information and Analytics

The team works with business and IT to perform the capability assessment for current information infrastructure, and generates a detailed spreadsheet of capabilities within the organization. Next, the team identifies targeted improvement areas to bridge the gap between the current and desired information infrastructure to support business imperatives and corresponding projects.

The Roadmap workshop develops a step-by-step execution plan for an Information Agenda, by providing information-centric projects with the direction and cohesion necessary to realize business objectives. This workshop is followed by a Solution workshop for each project. The objective of this workshop is to create a detailed project plan with business milestones, resource needs, and budget.

Program Management

Program Management unites funding execution, schedules, resources, communications, deliverables, and metrics, offering a systematic approach for delivering revenue-generating, improved service delivery, and cost-reduction solutions that create competitive advantages.

Program management enables understanding of how the IT organization should respond to business; how to execute management strategies; and how to fund projects efficiently while delivering improved information utilization. This reduces redundancy by leading projects holistically toward the organization strategic vision. It breaks down the functional silos that hold back business solutions, service delivery, and infrastructure development.

Good governance is critical to program management success. A poorly articulated management structure, overlapping roles and decision-making authority, and roles filled by the wrong people (or not filled at all) can obstruct sustained momentum or bog down a program with endless efforts to achieve consensus on every decision.

Program Governance provides the structure, processes, and procedures to control operations and changes to performance objectives. It must include a set of metrics to indicate the health and progress of the Program in its most vital areas

Build Your Information Agenda Today

IBM has worked with hundreds of customers around the world to build out their Information Agendas and execute them for optimal business results. The IBM Information Agenda team comprises industry veterans who can help you develop your roadmap, build the business case for funding, and plan individual projects for successful and on-time completion.

IBM Business Analytics and Optimization offers you seasoned practitioners skilled at planning and executing your Information Agenda projects. IBM has combined extensive industry know-how with leading software, hardware, and services to define information-centric projects for the most common business needs: Your IBM Information Agenda team leverages this intellectual property to build your Information Agenda in a matter of weeks.

The IBM Information Agenda can transform your business, enabling you to use information and analytics to drive business results and build a better performing organization. To learn more, contact your IBM sales representative or visit:

ibm.com/software/data/information-agenda

Financing solutions from IBM Global Financing can enable effective cash management, protection from technology obsolescence, improved total cost of ownership, and return on investment for your Information Agenda projects. For more information on IBM Global Financing, visit: ibm.com/financing



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