



Business Intelligence Concepts, Tools, and Applications

Week 5: BI Maturity, Strategy, and Summative Project
Lesson 1: BI Strategy



BI Strategy

Learning Objectives

- Identify critical success factors for implementing a BI strategy



BI Transformation road map

According to Pant (2009) a transformation plan needs to include actionable steps to move from current state to a future state:

As is state

- Technology-driven BI initiatives
- Multiple BI systems
- No enterprise-wide BI standards
- Limited or no-data governance
- Data in silos resulting in multiple unsynchronized reporting solutions
- Each BI system has own set of governance and standards
- Business collects data from multiple systems and spends a lot of time in data processing
- Lack of collaborative BI environment

To be state

- Business-driven BI
- One version of truth
- Collaborative BI environment
- Effective data governance
- BI initiatives align with the overall enterprise goals
- BI adoption empowers all in the enterprise with better decision-making abilities
- Standardized enterprise-wide BI/DW methodologies and tools
- Data quality issues addressed in holistic manner

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Adopted from Pant, P. "Business intelligence (BI) How to build successful BI strategy", Deloitte Consulting LLP. 2009.



BI Strategy

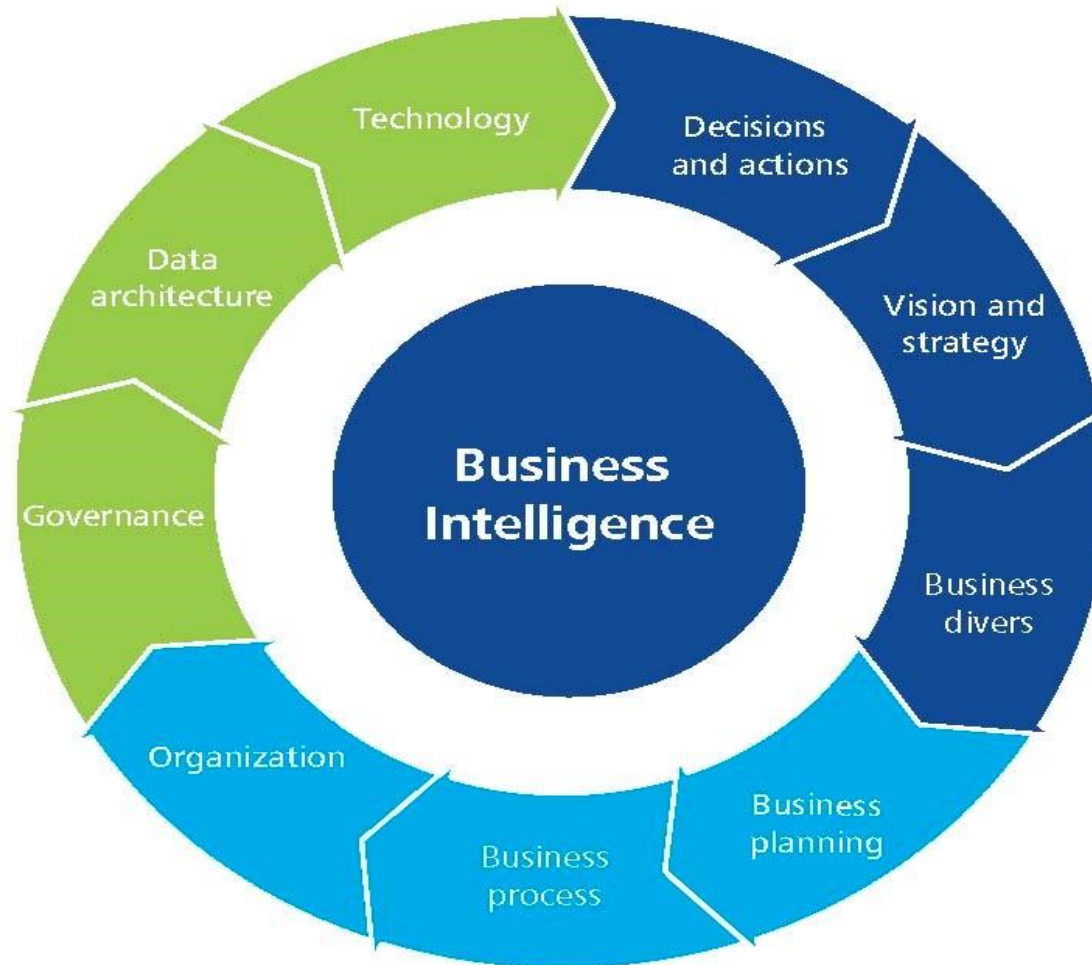
According to Pant (2009), the following are important considerations for developing an effective BI strategy

- Why do you need BI strategy?
 - It is a challenge to design a successful BI enterprise by selecting the right combination of people, processes, and technology.
 - Effective BI strategy ensures that enterprise objectives, business strategy, investments, and BI are aligned.
- A broad set of processes, technologies, and stakeholders
 - for collecting, integrating, accessing, and analyzing information for the purpose of helping enterprise make better business decisions.
 - for documenting the needs as identified by the stakeholders, highlighting how BI fits into the broader enterprise vision.
- BI strategy should take into consideration appropriate framework, methodology, processes, governance, systems, and technology to deliver value that aligns with the business objectives and priorities.

From Pant, P. "Business intelligence (BI) How to build successful BI strategy", Deloitte Consulting LLP. 2009.



BI Strategy



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BI Framework

- BI framework brings together data governance, data architecture, technical architecture, data integration, data quality, end-user information delivery, data security etc. to empower the BI initiatives.
- Framework should set standards that BI participants must adhere to.
- Framework should provide means to connect significant components that are part of your overall BI vision.
- Establishing BI competency center or center of excellence as part of the BI framework will help you in integrating BI best practices with the on-going BI work and the BI environment of the enterprise.

From Pant, P. "Business intelligence (BI) How to build successful BI strategy", Deloitte Consulting LLP. 2009.

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BI Implementation approach

- *A point solution*
 - a single or a few related applications
- *Enterprise-wide BI*
 - providing organizational BI infrastructure
- *BI to support organizational transformation*
 - enabling a new business model

From Pant, P. “Business intelligence (BI) How to build successful BI strategy”, Deloitte Consulting LLP. 2009.



Implementation Targets

- According to Pant (2009), BI implementation approach should have several targets.
- First Implementation target:
 - The development of a single or few related BI applications.
 - This target is similar to the initial DSS that organizations created.
 - It is often a point solution for a departmental need, such as campaign management in marketing. Sponsorship, approval, funding, impacts, and benefits are typically at the departmental level.
 - A data mart is usually created to provide necessary data.
 - Organizations must be careful that the mart (an “independent” data mart) does not become a “data silo” that stores data that is inconsistent and cannot be integrated with other data.

From Pant, P. “Business intelligence (BI) How to build successful BI strategy”, Deloitte Consulting LLP. 2009.



Implementation Targets Continued

- Second Implementation Target
 - The creation of infrastructure that supports current and future BI needs.
 - A critical component is an enterprise data warehouse. Because it is an enterprise-wide initiative, senior management often provides sponsorship, approval, and funding.
 - The impacts and benefits are felt throughout the organization.

From Pant, P. "Business intelligence (BI) How to build successful BI strategy", Deloitte Consulting LLP. 2009.



Implementation Targets Continued

- Final Implementation Target
 - Organizational transformation where BI is used to fundamentally change how a company competes in the marketplace.
 - BI supports a new business model and enables the business strategy. Because of its scope and importance, sponsorship, approval, and funding originate at the highest organizational levels.
 - The impact on personnel and processes can be significant. The benefits are organization-wide.

From Pant, P. "Business intelligence (BI) How to build successful BI strategy", Deloitte Consulting LLP. 2009.



BI Strategy

Critical Success factors

According to Pant (2009), the following are critical in developing a successful a BI strategy:

- Create a business case and outline the expected benefits
- Have an enterprise-wide perspective and obtain buy in from stakeholders, especially the senior executives
- Establish criteria for success
- Set up change management procedures and Adopt best practices and standards
- Treat information as an asset and align BI strategy with the overall IT strategy and enterprise goals

From Pant, P. "Business intelligence (BI) How to build successful BI strategy", Deloitte Consulting LLP. 2009.

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BI Strategy

Critical Success factors- Continued

- Do a current state, future state, and gap analysis
- Think actionable and baby steps, and Use iterative implementation approach with parallel tracks
- Establish governance body and Assess BI readiness of the organization and identify related gaps and issues
- Work with frameworks, adopt proven methodologies, and consider all BI components
- Document and analyze the constraints and assumptions

From Pant, P. "Business intelligence (BI) How to build successful BI strategy", Deloitte Consulting LLP. 2009.

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