

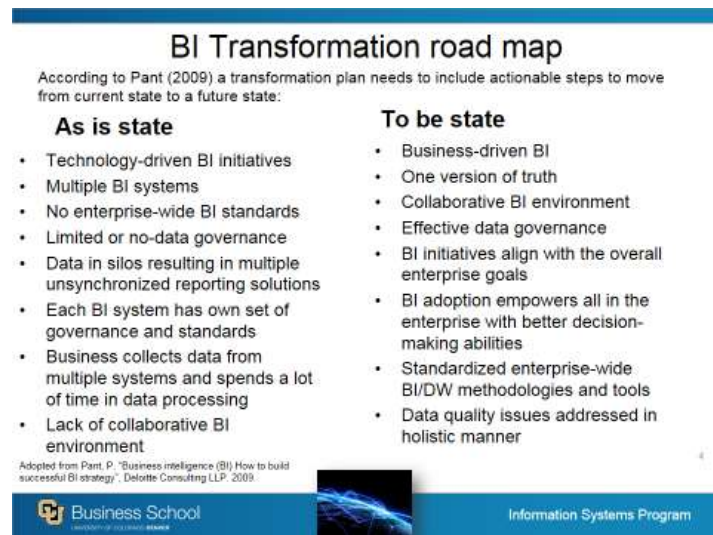
Data Warehousing for Business Intelligence

Course 4: Business Intelligence Concepts, Tools, and Applications

Module 5 Bonus Materials

Lesson 2: BI Strategy

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



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:

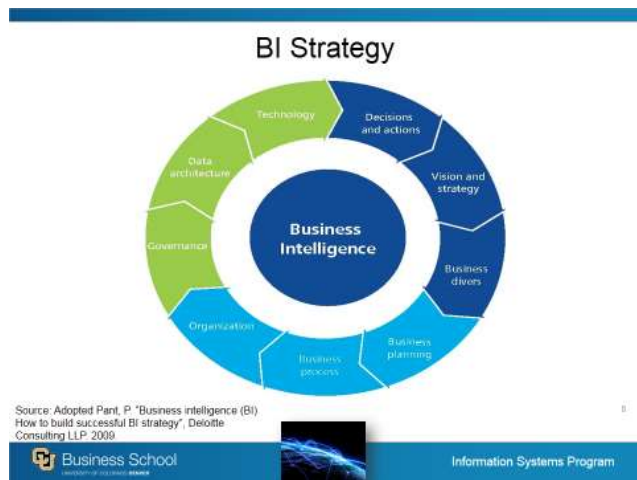
As is state	To be state
<ul style="list-style-type: none">• Technology-driven BI initiatives• Multiple BI systems• No enterprise-wide BI standards• Limited or no-data governance• Data in silos resulting in multiple unsynchronized reporting solutions• Each BI system has own set of governance and standards• Business collects data from multiple systems and spends a lot of time in data processing• Lack of collaborative BI environment	<ul style="list-style-type: none">• 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

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

Business School
INFORMATION SYSTEMS PROGRAM

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

“BI is all about providing people with the information they need to do their jobs more effectively. A wide range of BI services need to be provided to meet a wide range of requirements. Scope of BI Strategy should be determined by the business drivers and business goals. Scope should always account for the changing business requirements to keep the BI strategy aligned with business. Scope of BI should include making the best use of information for strategic, tactical, and operational needs. Scope of BI Strategy should be determined by the business drivers and business goals. Scope should always account for the changing business requirements to keep the BI strategy aligned with business. Overall, BI vision should be planned in advance of any iteration being implemented. It is vital to establish a BI vision to ensure that implementation of specific components fits in the overall BI strategy. ...”



According to Pant (2009), the following are the critical success factor for developing a BI strategy.

1. **Don't fall into the trap of starting with a narrow vision.** BI strategy needs to be holistic and prepared in the context of the wider BI definition.
2. **Don't plan to use big-bang** implementation approach. It has been proven that iterative implementation works better for BI initiatives.
3. Always remember that scope of BI is not limited to just selection and implementation of technology. Often mistake is made by BI architects to associate the BI initiatives to specific technology components, such as implementing parallel processing database technology or building OLAP cubes or dimensional modeling.
4. BI iterations should not be done in the haphazard manner. BI strategy document is the necessary roadmap that you should follow as you begin designing BI environment.
5. **Don't just focus on data integration and state-of-the-art** BI tools. BI strategy should be comprehensive and it should incorporate much more than a data warehouse or BI tools.
6. During warehouse-centric planning, **don't lose sight of the broad vision to ensure** the design of a successful enterprise-wide informational asset.
7. **Don't adopt inflexible approach.** BI strategy should be treated as a living artifact. It should be constantly tuned and adjusted to reflect the needs of your business.

See more information in the web resources below

- Pant, P. "[Business intelligence \(BI\) How to build successful BI strategy](#)", Deloitte Consulting LLP. 2009.
- White, C. [Critical Agility: Operational BI Generates Faster and Smarter Decisions](#). TeraData Magazine Volume 9, No. 1, March 2009.
- [10 Keys to a Successful Business Intelligence Strategy](#)
- [Images for business intelligence strategy](#)
- [Sample Business Intelligence Strategy Executive Summary](#)
- [Building A Bi Strategy - SlideShare](#)
- [How Much Should Business Intelligence Cost?](#)
- Williams, S. Assessing BI Readiness: A key to BI ROI. Business Intelligence Journal, Vol. 9, pp. 15-23, summer 2004
- Ziama and J. Kasher, Data Mining Primer for the Data Warehousing Professional. Teradata, Dayton, OH, 2004.