



WHY BUSINESS INTELLIGENCE PROJECTS FAIL

And What To Do About It

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INTRODUCTION

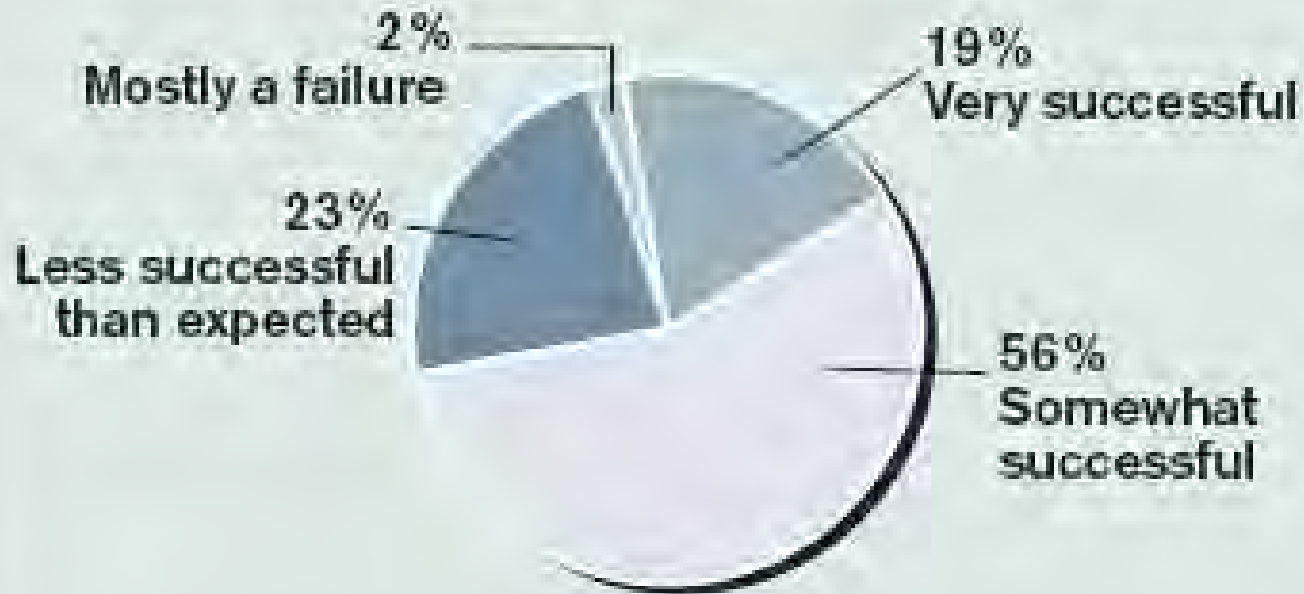
It's not only about knowing how to climb...

You also have to know how not to fall off



BI Improves Business Performance

How successful is your organization's use of BI in supporting improved business performance?



Data: *InformationWeek Research Business Intelligence Survey* of 385 business technology professionals using business intelligence tools

Barriers to Deployment

Integration

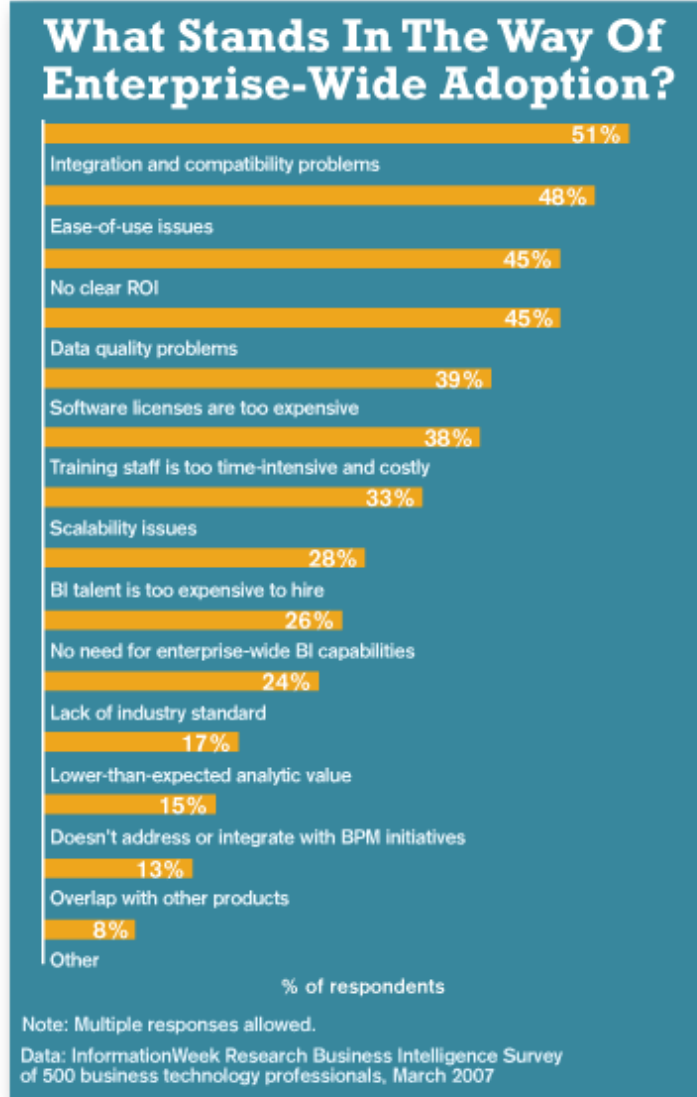
Ease of use

No clear ROI

Data quality

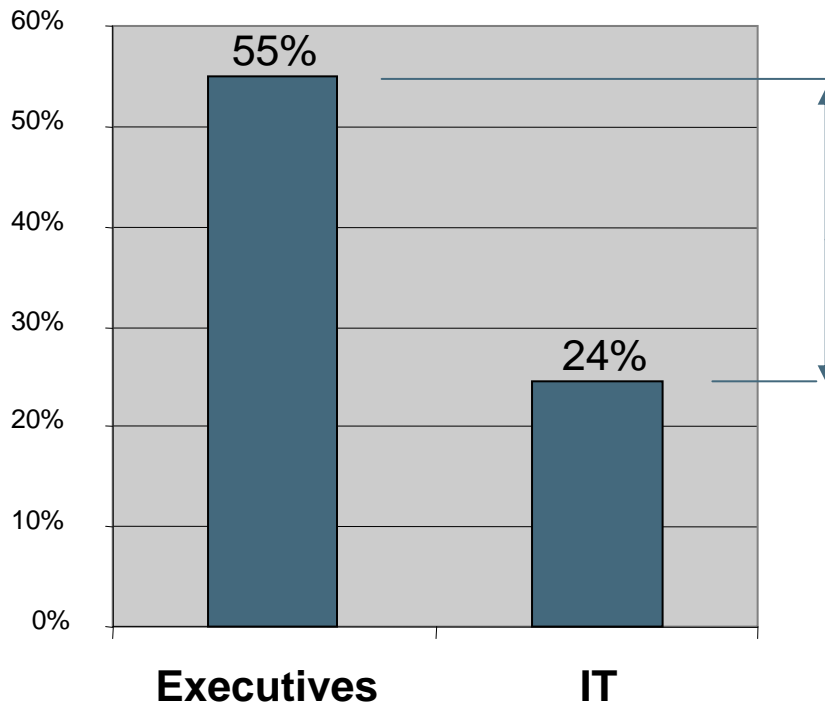
Cost of licenses

Cost of training

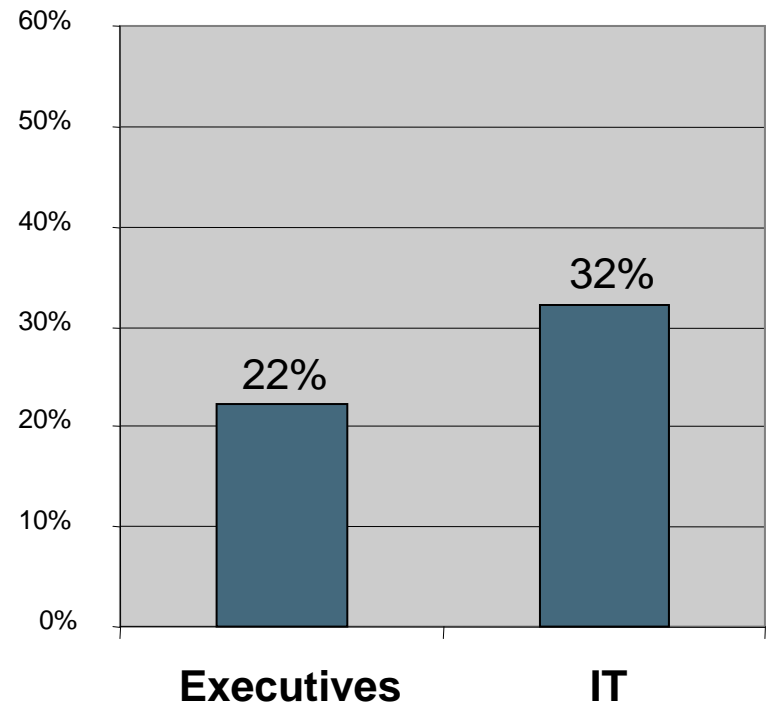


IT Underestimates User Difficulties...

Difficult to find information



Just the right amount of information is available

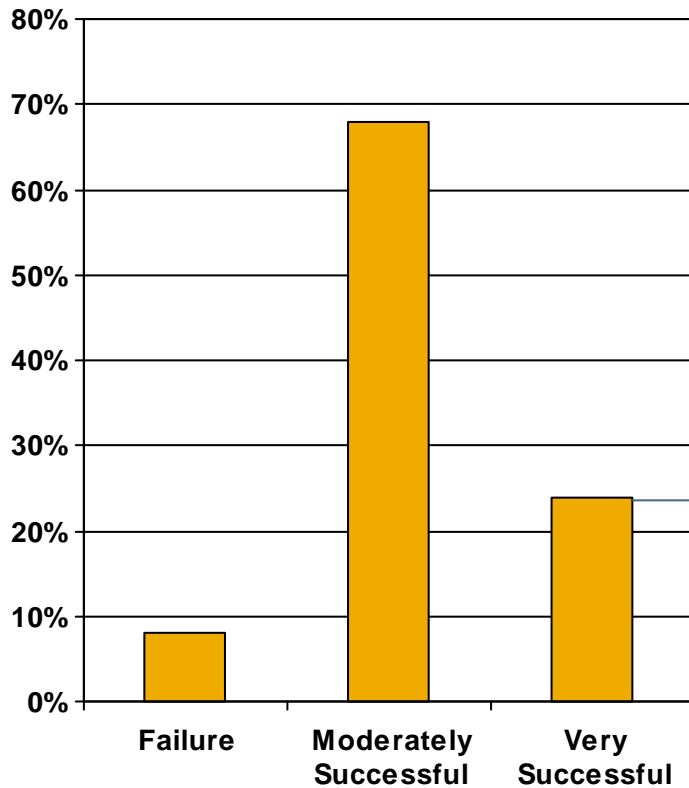


(credibility) gap

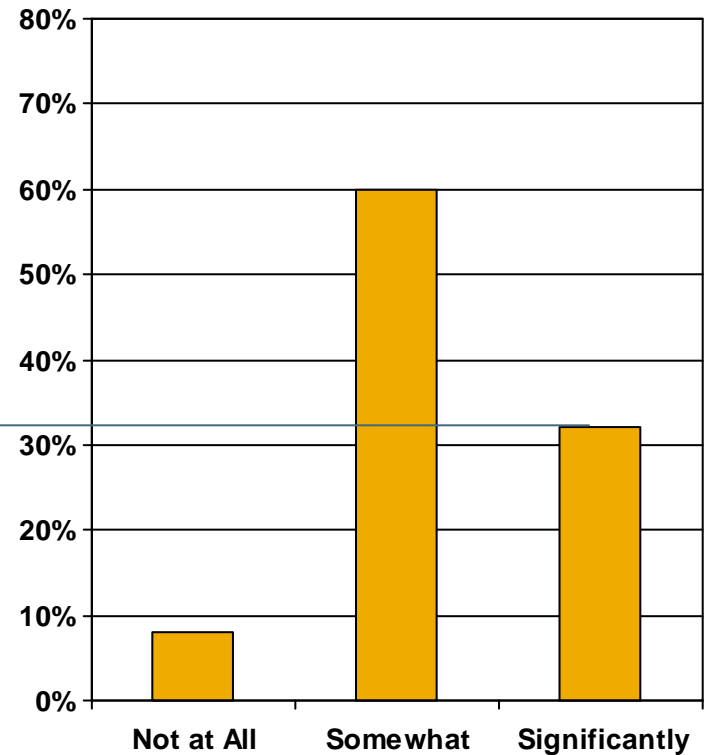
...And Underestimates Value Of BI To The Business

The percentage of business users seeing the business impact as significant is 15% higher than the percentage of IT professionals saying the impact on company performance has been significant

How successful do you consider your BI deployment?



How much has BI contributed to your company's performance?



Business gap



Timo's Law of BI

“Executives will ALWAYS be dissatisfied with their information systems”



1. Changing the Business
2. People, Not Technology
3. Process, Not Project
4. Value, Not Cost
5. Insight, Not Data
6. Pragmatism, Not Rigid Process

CHANGING THE BUSINESS



Aim High

Not “implement software”

Not “keep the business happy”

Aim to transform the way the business works

Paint the vision



“Follow the Money”

Track information to its final destination in *any* system

Why is it being used

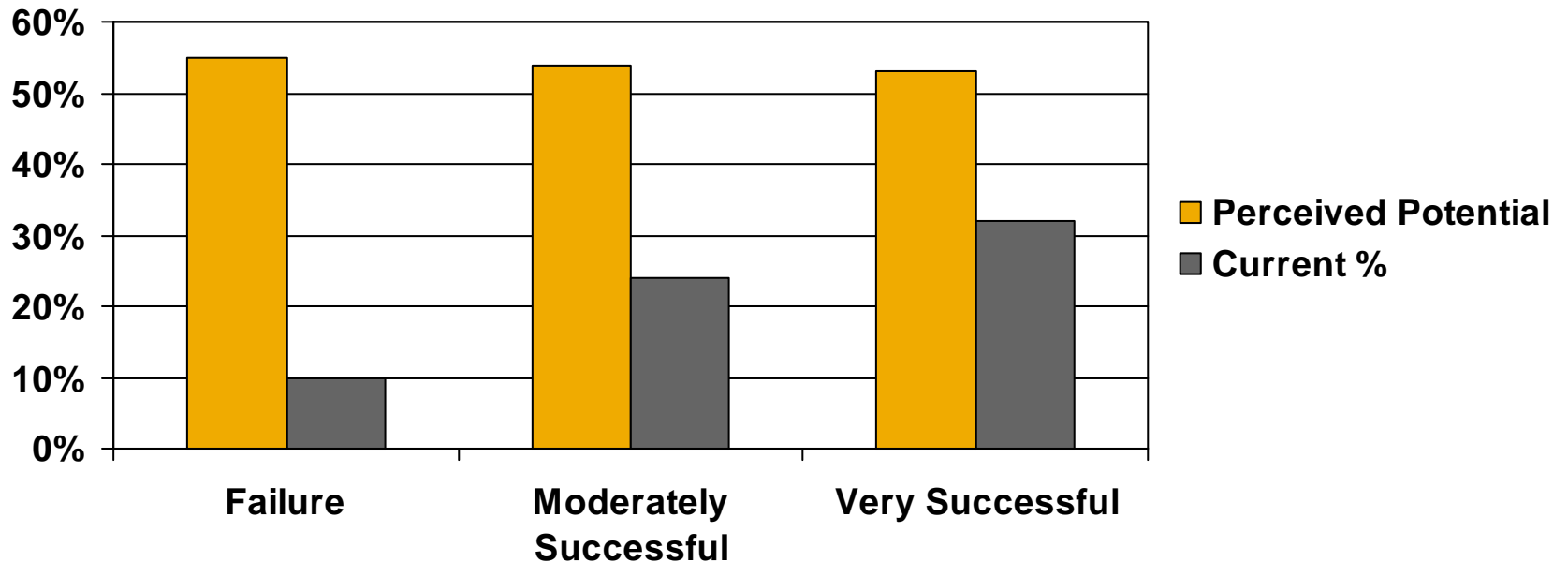
What might change as a result



Aim For 100% Deployment

Target *all* uses and users

“To be successful with BI, you need to be thinking about deploying it to 100% of your employees as well as beyond organizational boundaries to customers and suppliers” — Cindi Howson

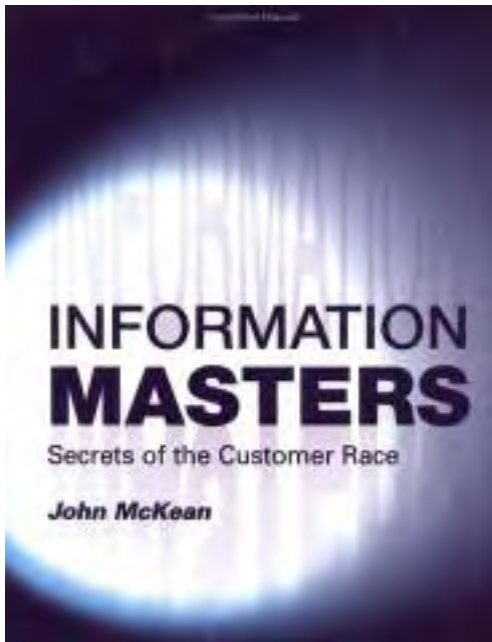


PEOPLE, NOT TECHNOLOGY



People Skills Make or Break BI Projects

75% of success determined by things OTHER than data and technology



Investment	Historical	Determinant of Success
People	2%	20%
Process	2%	15%
Organization	2%	10%
Culture	1%	20%
Leadership	1%	10%
Data	10%	15%
Technology	82%	10%

IT / Business Relationship



Business Person Archetype

Extrovert

Sociable

Freewheeling

Risk-taking

Prefers face-to-face meeting

IT Professional Archetype

Introvert

Solitary

Methodical, systematic,
disciplined

Risk-averse

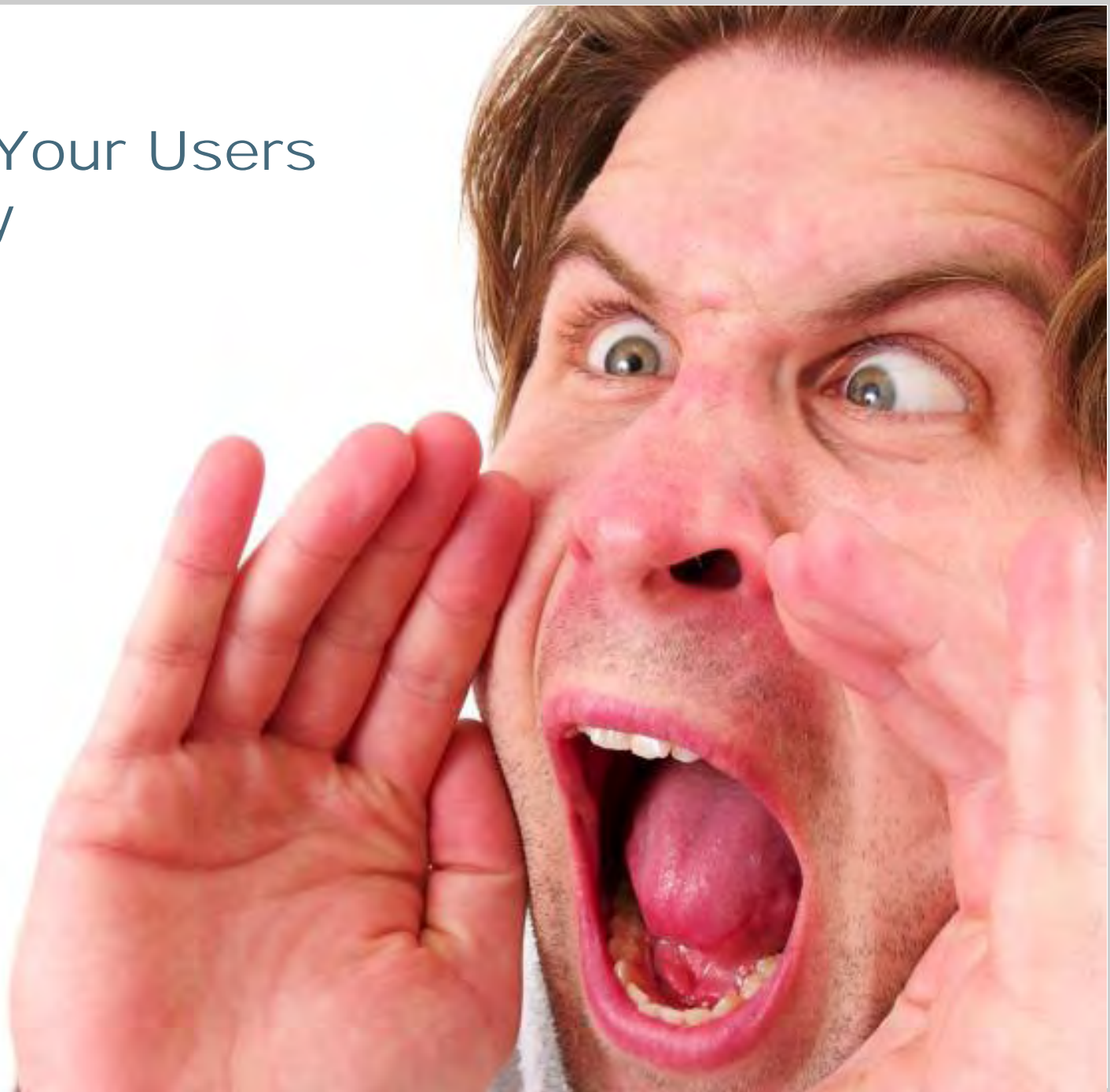
Minimal face-to-face communication,
email and instant messaging is fine

Trust and respect

Tough Love

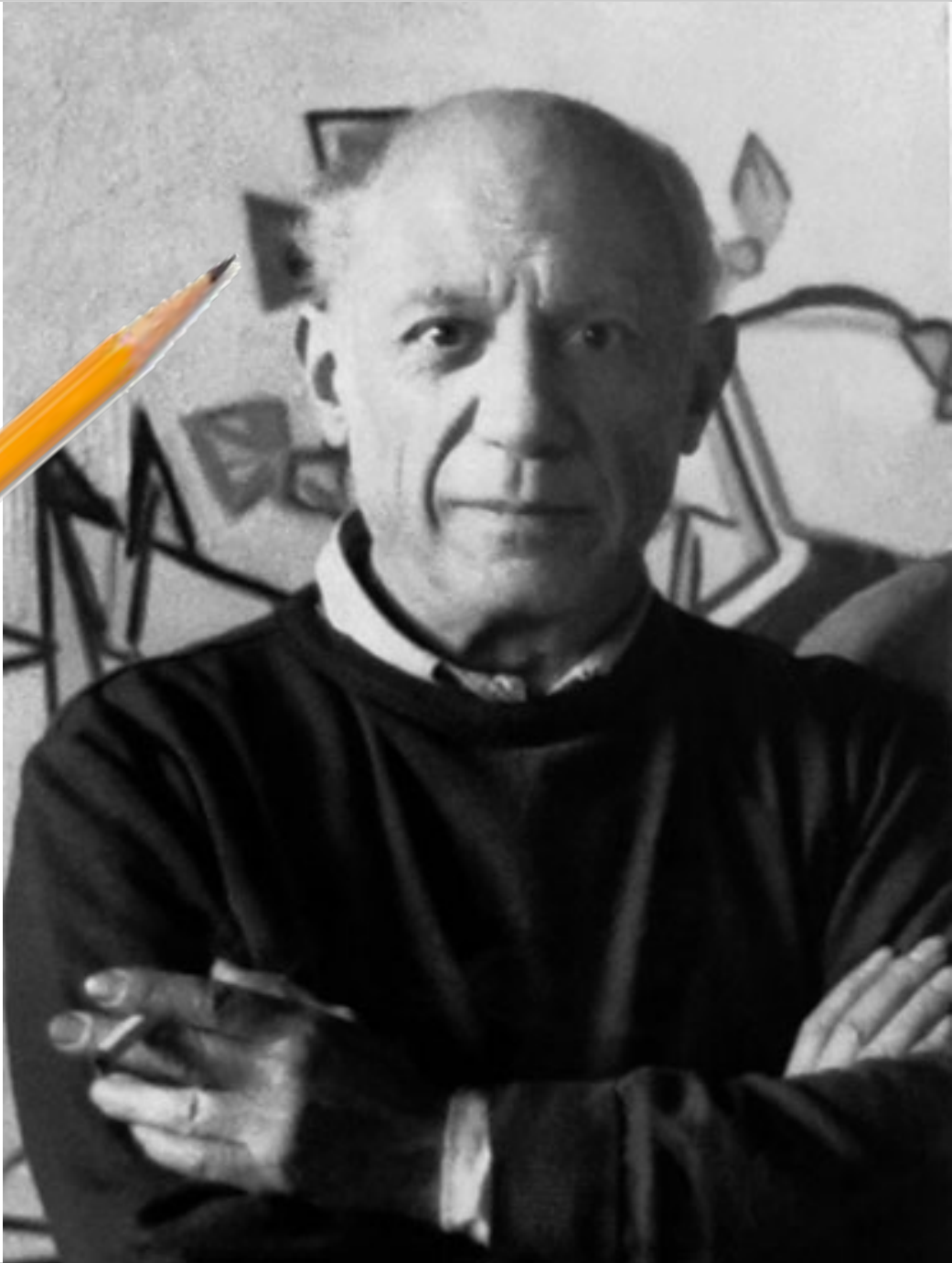
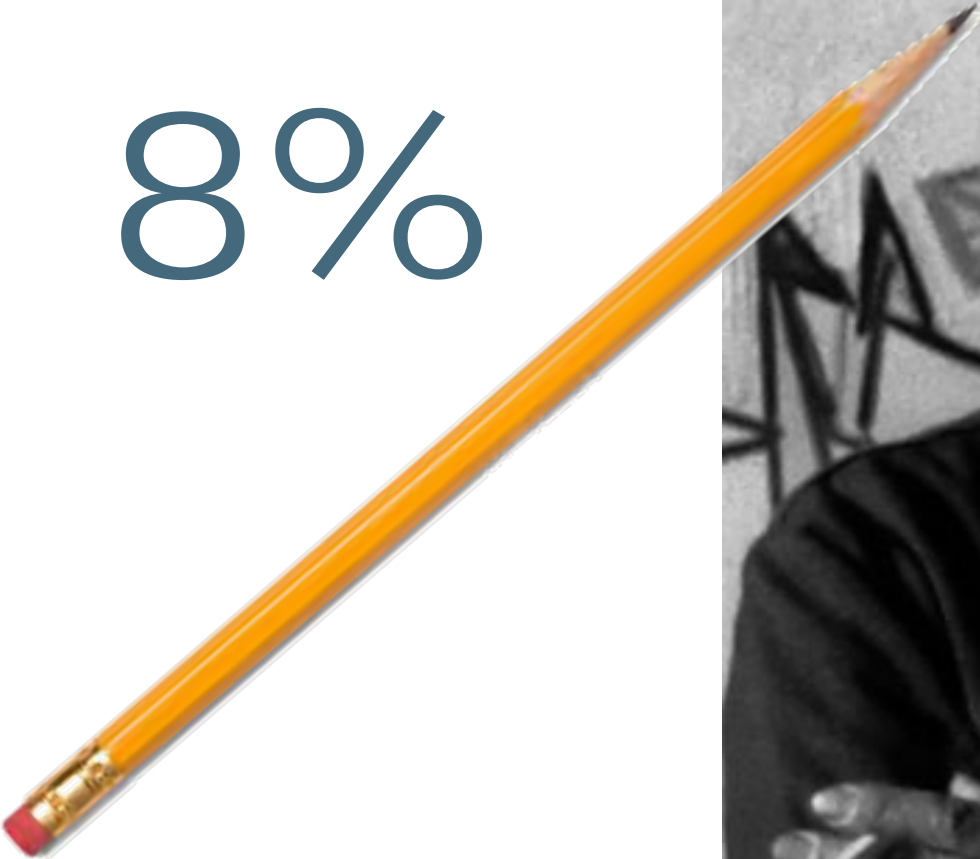


Choose Your Users
Carefully



User Adoption

8%



User Adoption



Common User Adoption Issues

Training for IT

Training on data

Continued training

Best practice

Culture

Expectation setting

Ease of use



“Even if an application is intuitive enough to be usable without instruction, any related process or culture changes should be driven home with at least a quick tutorial.”

“What dooms IT projects” August 31, 2005

Congratulations! You're in Marketing!

Evangelize

- Promote early, promote often
- Name the system
- Find successes, keep explaining the value
- Highly visible dashboards
- Internal seminars
- Newsletters
- Trophies for best projects



Evangelizing

myBI LIGHTS YOUR WAY

BI IS FOR EVERYONE

Business Objects tools and solutions enable every employee to make well informed decisions. Gain insight into our market, customers and business.

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mybi.businessobjects.com



myBI MAKES ME SPARKLE

DRINKING OUR OWN CHAMPAGNE

At Business Objects, we are committed to being our own best reference. Your collaboration, whether you are a novice or expert BI user, is essential to make it happen. BI: use it, share it, and benefit from it.

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mybi.businessobjects.com

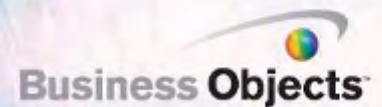


myBI MAKES ME SHINE

EASY, EFFICIENT, EMPOWERING

BI solutions available at Business Objects help you to track, understand and manage the information you need to improve your effectiveness and our business performance. Make a difference in your job, use BI.

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mybi.businessobjects.com



Evangelizing

Friday...

DSS Driving Decisions...

If you want to see more details, click the

Still getting your figures the old way?

Try *DSS*; it's fast, clear, and easy.

Great job on that WOW story!

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		632,404.00
		392,377.00

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you

Stories Are Good For Business



γνώθι σεαυτόν
Know Thyself



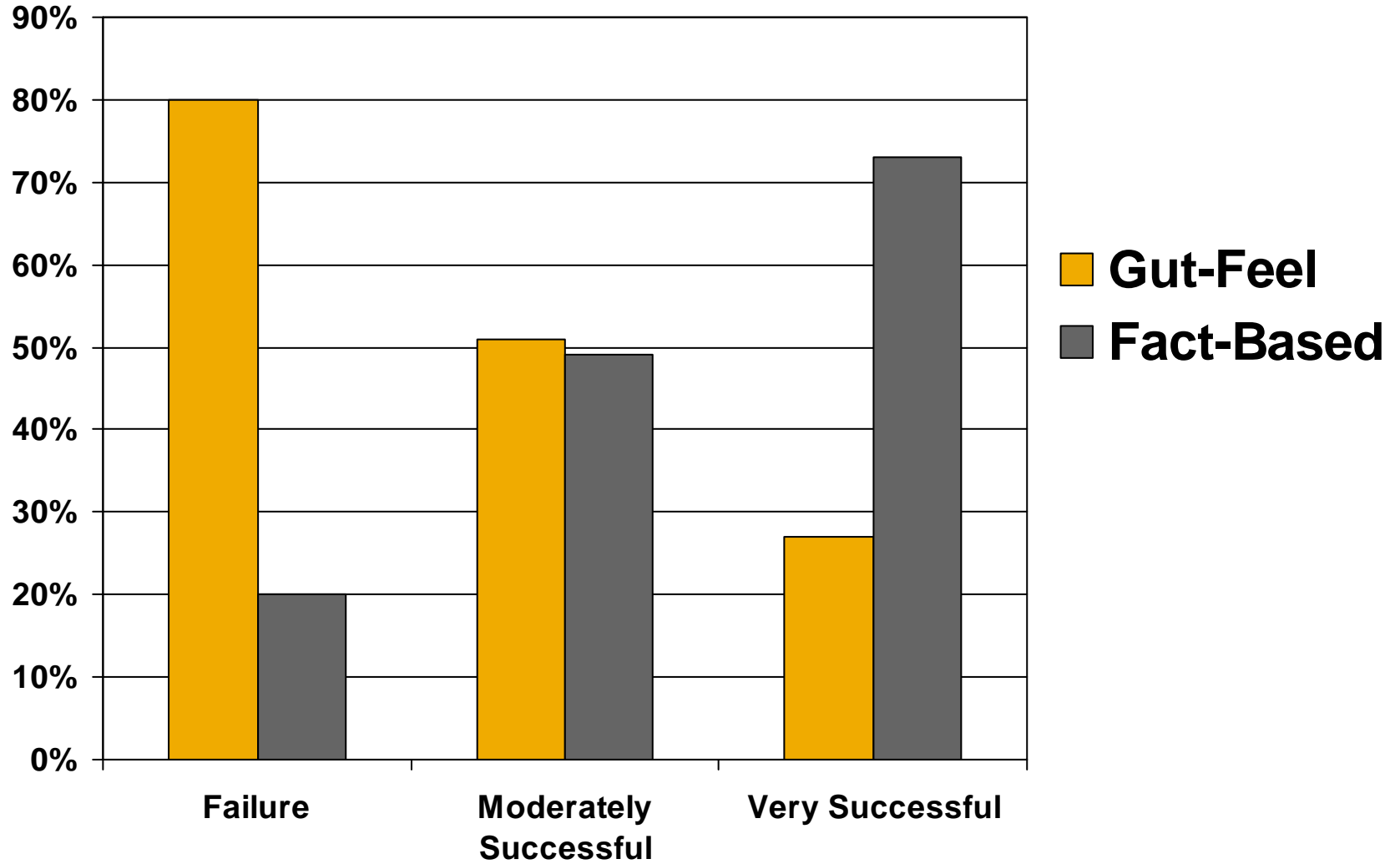
Information Culture

transmitting
radio, telegraph, etc.
Exactly copied or reproduced
facsimiles. [\langle L fac
fact (fakt) n. 1. So
actually occurred; so
experience to be true
asserted to be true
quality, as distinguishi
phrases as a matt
ly actually. 4.
represented

Information Culture



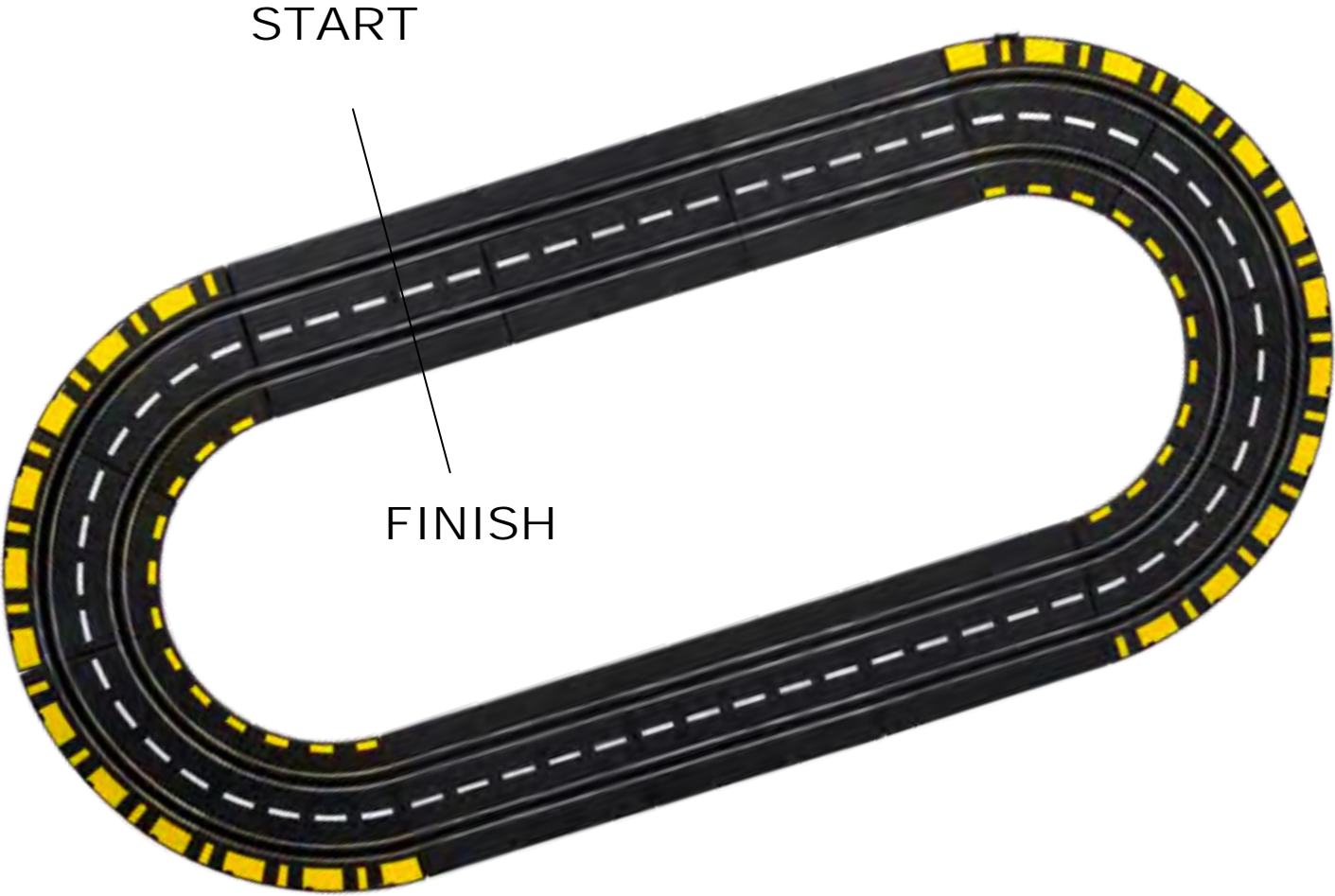
Information Culture



Process, Not Project



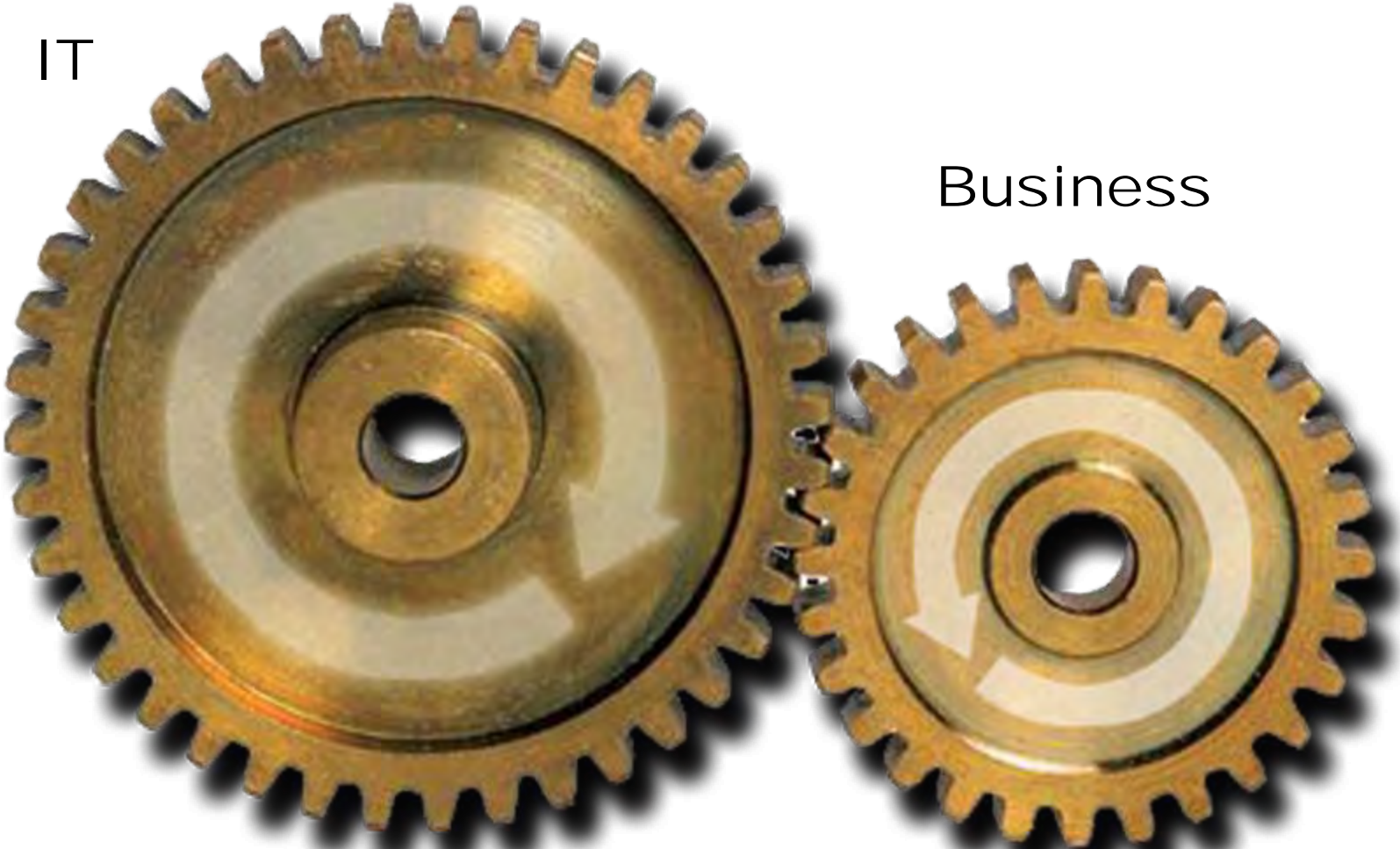
BI is *Designed* for Change



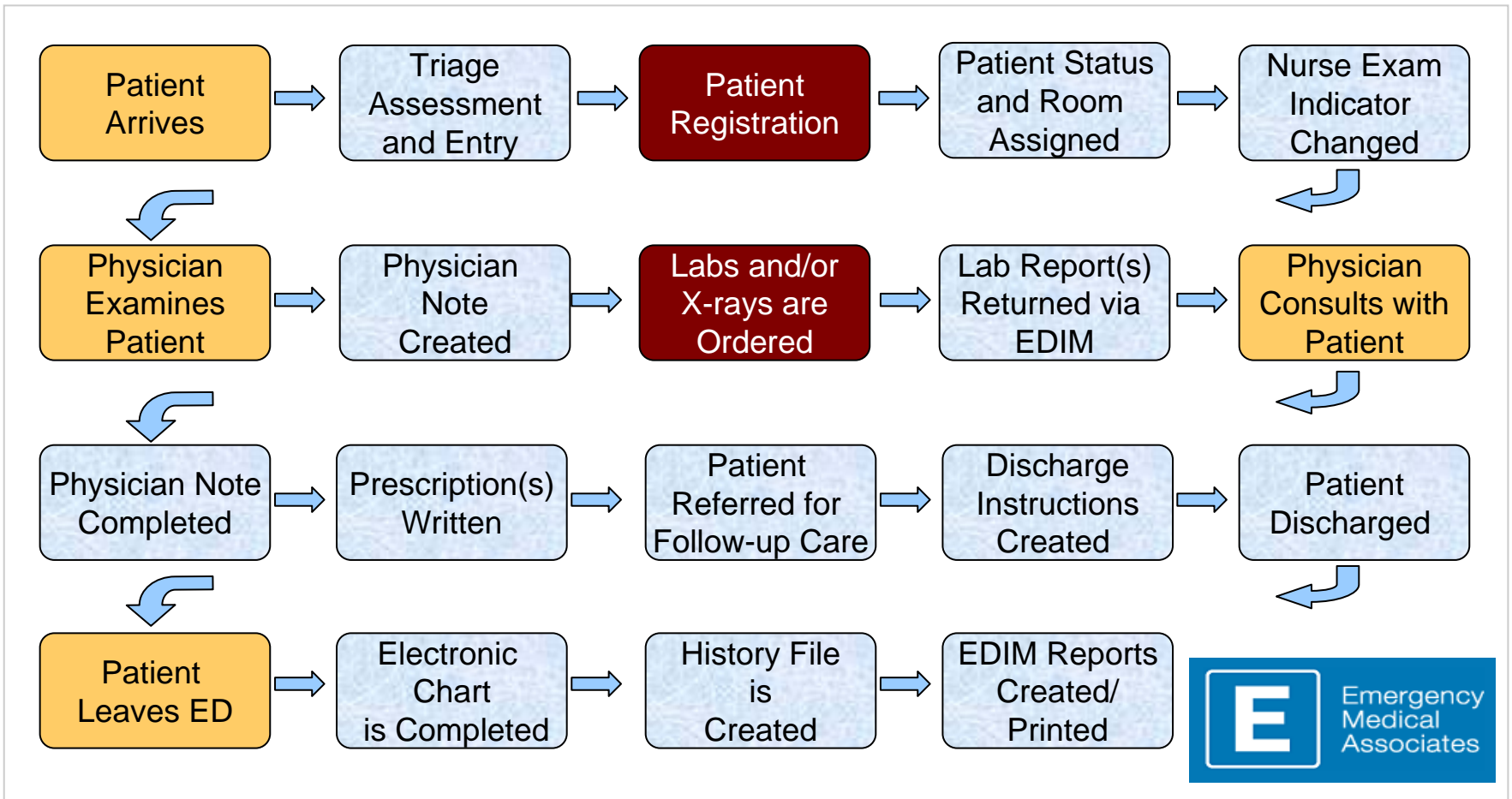
BI Methodology

IT

Business



Align With Business Processes



Applications



Applications



BI Competency Center



Analysis skills

Summarize and analyze
Discover and explore

Identify data
Extract data
Validate data



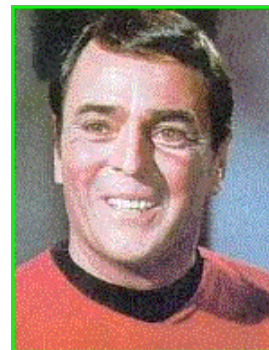
Leadership skills

Link to corporate strategy
Alter processes
Prioritize and set expectations



Relationship skills

Gather requirements
Evangelize
Monitor satisfaction



Engineering skills

Store, maintain, integrate data
Implement changes

Interpret results
Develop alternatives

Incentives and Value

Tragedy of the commons

Internal pricing



BICC Report Card

Active usage

Satisfaction

New requests

Standard reports

Applications

Service

Time

The image shows a close-up of a BICC Report Card form. The form is tilted and features a 'RATING' column on the left. The first row in this column has a checked box, while the subsequent four rows have empty boxes. To the right of the 'RATING' column, the form is divided into sections with performance levels: 'Exceptional', 'Exceeds requirements', 'Meets requirements', and 'Poor'. A silver pen with a gold nib is resting diagonally across the form, pointing towards the top right. The background is a plain, light color.

RATING	Exceptional
<input checked="" type="checkbox"/>	Exceeds requirements
<input type="checkbox"/>	Meets requirements
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	Poor

VALUE, NOT COST



What's the ROI?



ROI is Hard to Know in Advance



“One of the key contributors to poor IT investment performance is an unbalanced approach taken by executives at the project approval stage.

Too often, the overriding emphasis is on quick payback or demands for the return on investment (ROI) to be demonstrated in financial terms.”

Gartner, “Total Value of Opportunity — The Real Measure for BI”

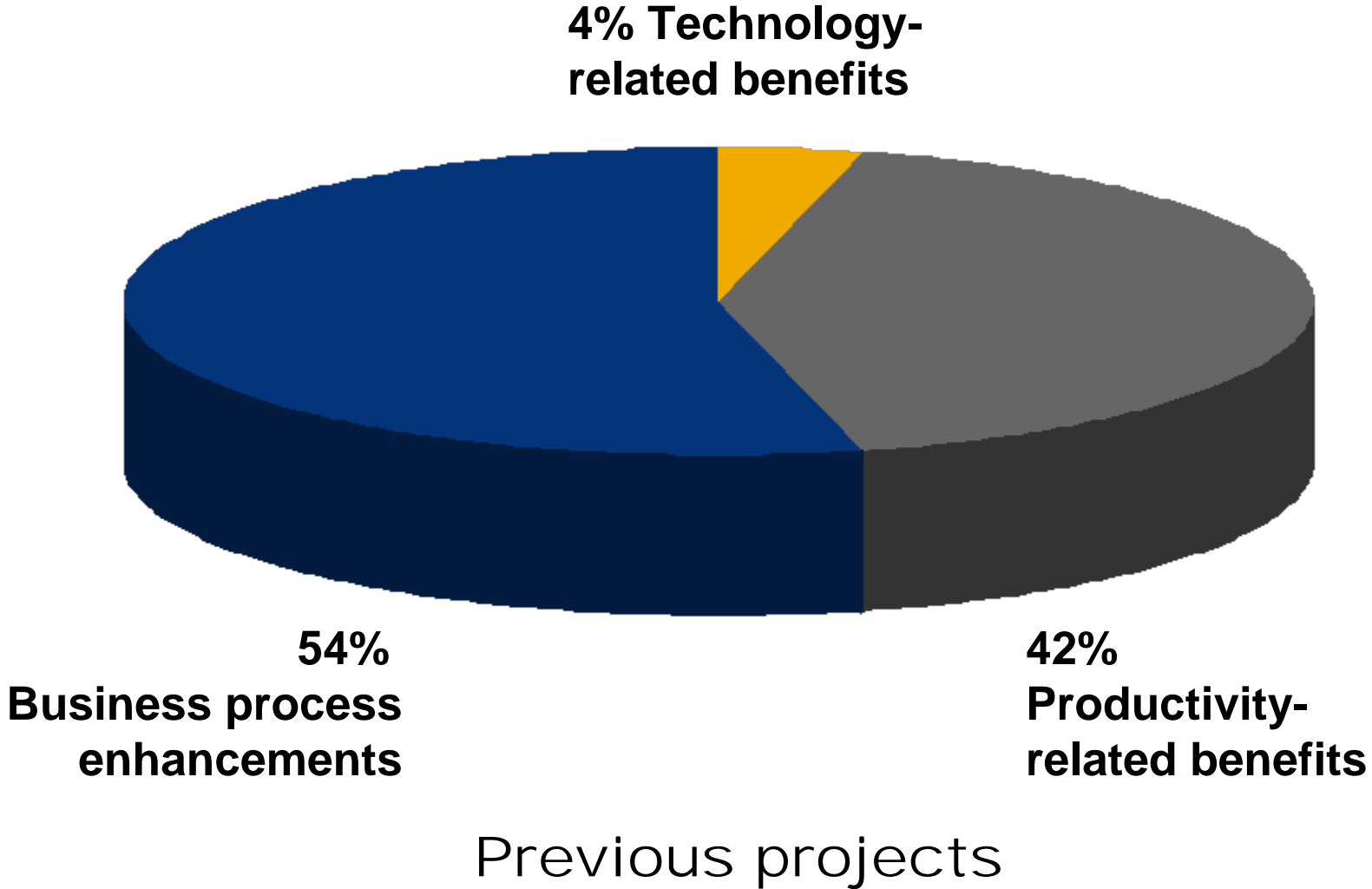
Business People Have Short Memories



BI is Becoming Mission-Critical



Finding Value



Finding Value

Doing things FASTER



Finding Value



Minimizing
RISK

Align With the Goals Of the Organization

Link BI goal:
to what
executives
care about

Strengthening the organization's human capital

Attracting and retaining skilled staff

35% (1)

Changing organizational culture and employee attitudes

33% (2)

Improving workforce performance

28% (7)

Developing employees into capable leaders

26% (10)

Building the customer base

Acquiring new customers

32% (3)

Increasing customer loyalty and retention

29% (5)

The return of innovation

Developing new processes and products to stay ahead of the competition

29% (4)

Being flexible and adaptable to rapidly changing market conditions

26% (10)

0% 10% 20% 30% 40%

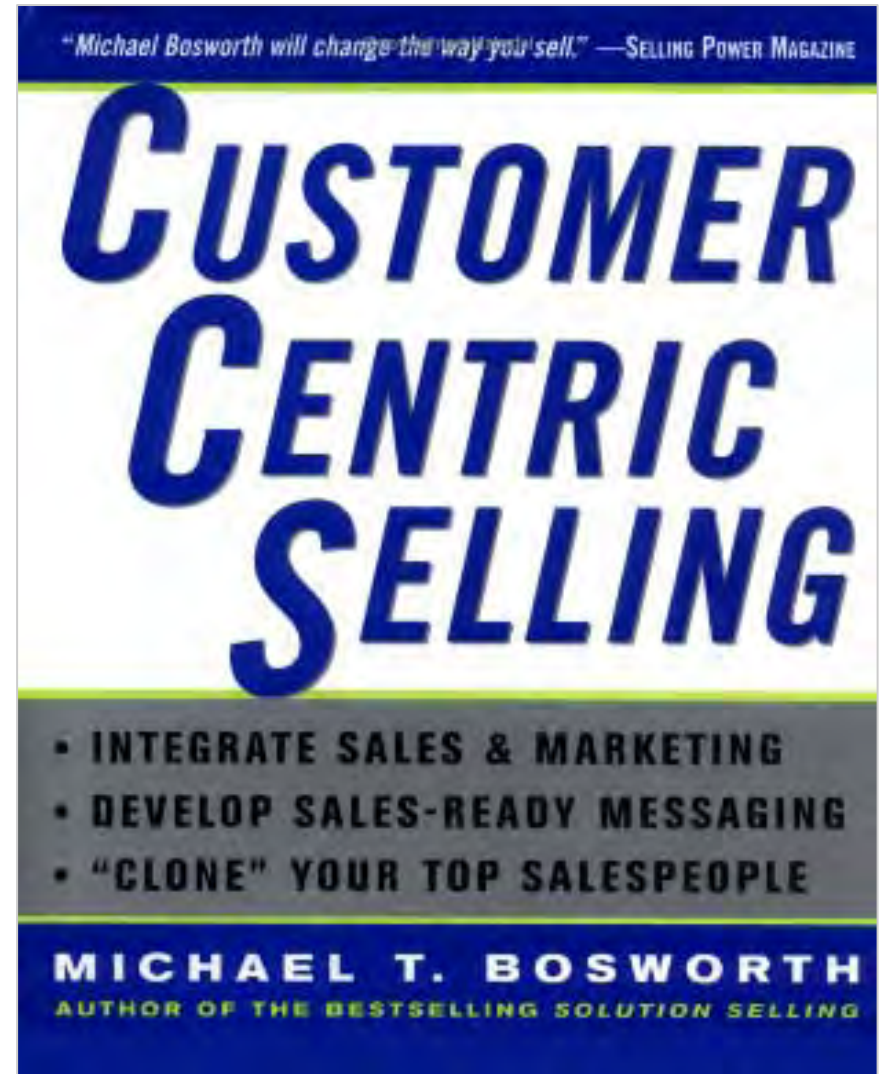
(Number in parenthesis is overall rank.)

Sales Techniques

Techniques for understanding executive needs

Providing answers to problems, not technology infrastructures

Getting your projects to “top of mind”



Turn Information into a Profit Center



“Our extranet produced \$60M in incremental sales in the first year.”

Don Stoller, Owens & Minor

Profitability: a Foundation For Strategic BI



"I don't care about profitability"

Play on Doubt

Start asking questions about the numbers that drive the business

“You don’t know?!”



INSIGHT, NOT DATA

101011011101001011101011010111010110101011001011010101
101011011101001011101011010111010110101011001011010101
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Data Integration

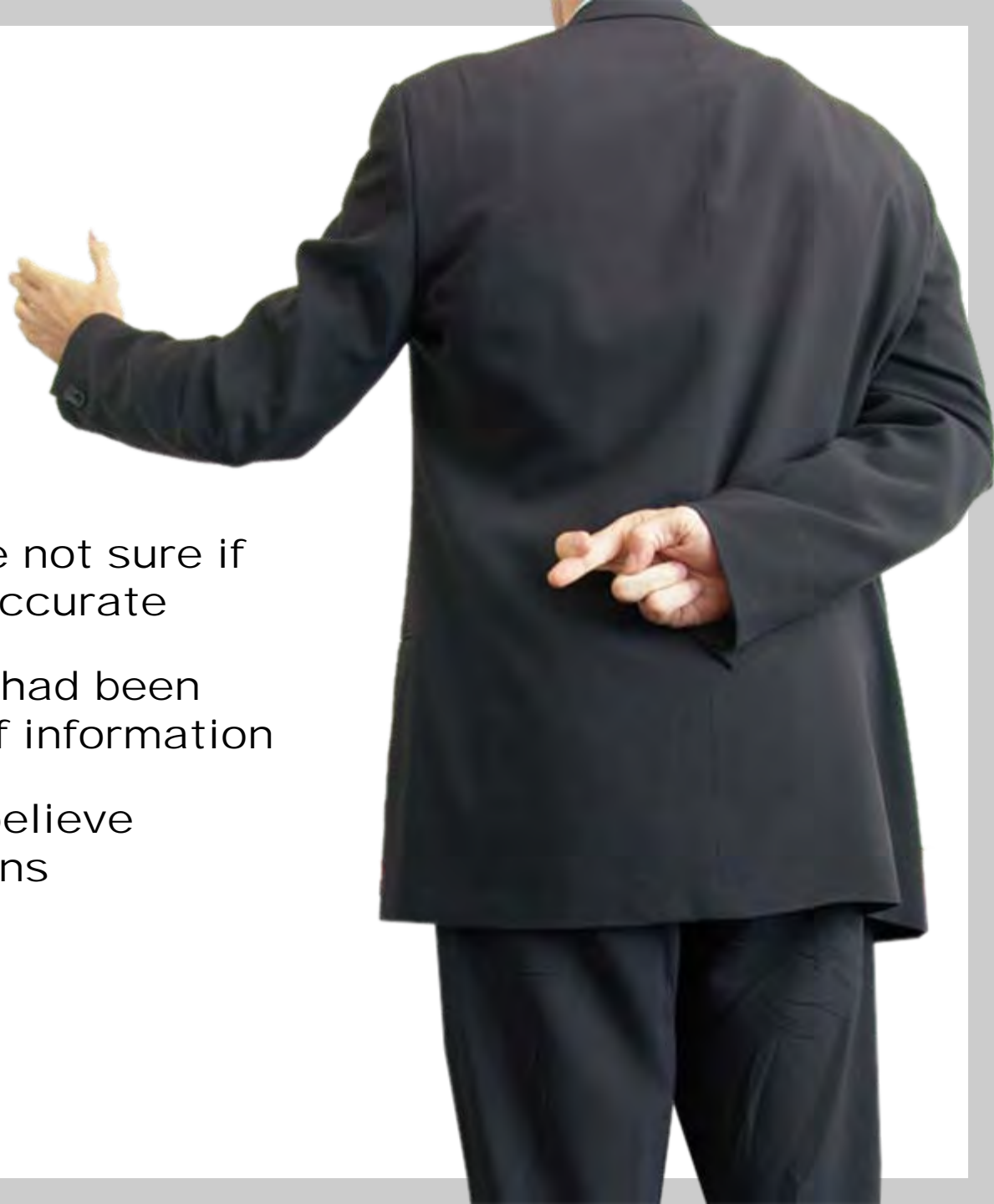


Lack of Trust

43% of users say they're not sure if internal information is accurate

77% said bad decisions had been made because of lack of information

5 out of 4 people don't believe statistics in presentations



Business Week study, 2005



Data Quality



“Poor-quality customer data costs U.S. businesses \$611 billion a year. Yet nearly half of the companies surveyed admit they have no plans to improve data quality”

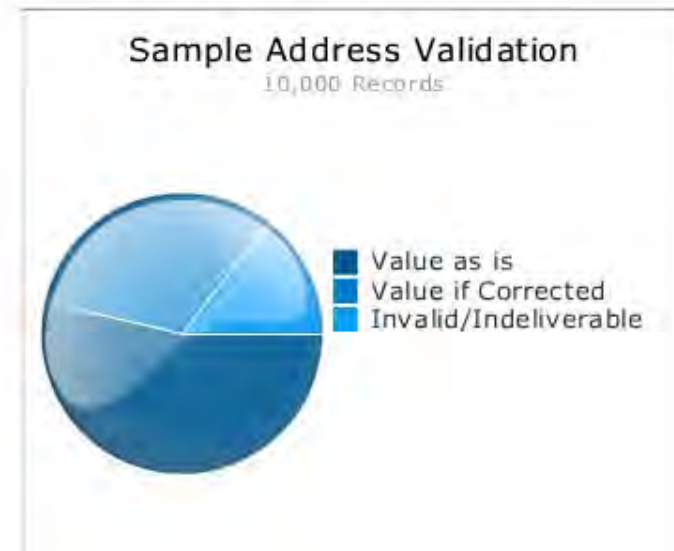
The Data Warehousing Institute study

**DO YOU HAVE A
DATA QUALITY
PROBLEM?**

Data Profiling

Data Insight Results

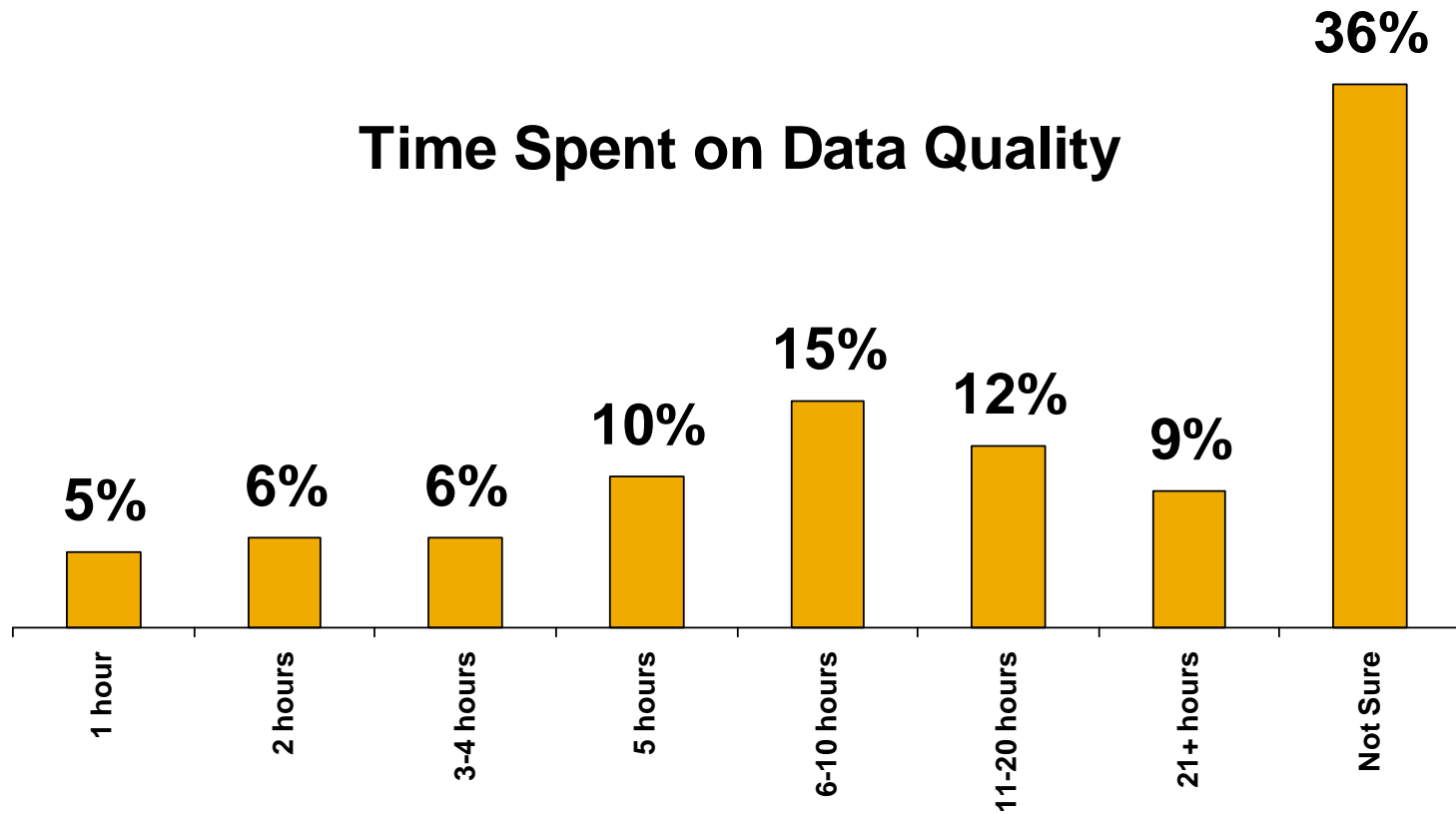
Sample Address Validation
Top 5 Address Validation Error Codes
Customers Across the US
Phone Pattern Recognition
Customer Name Frequency Example
Incompleteness of Totals
Suspicious Totals



Justifying Data Quality

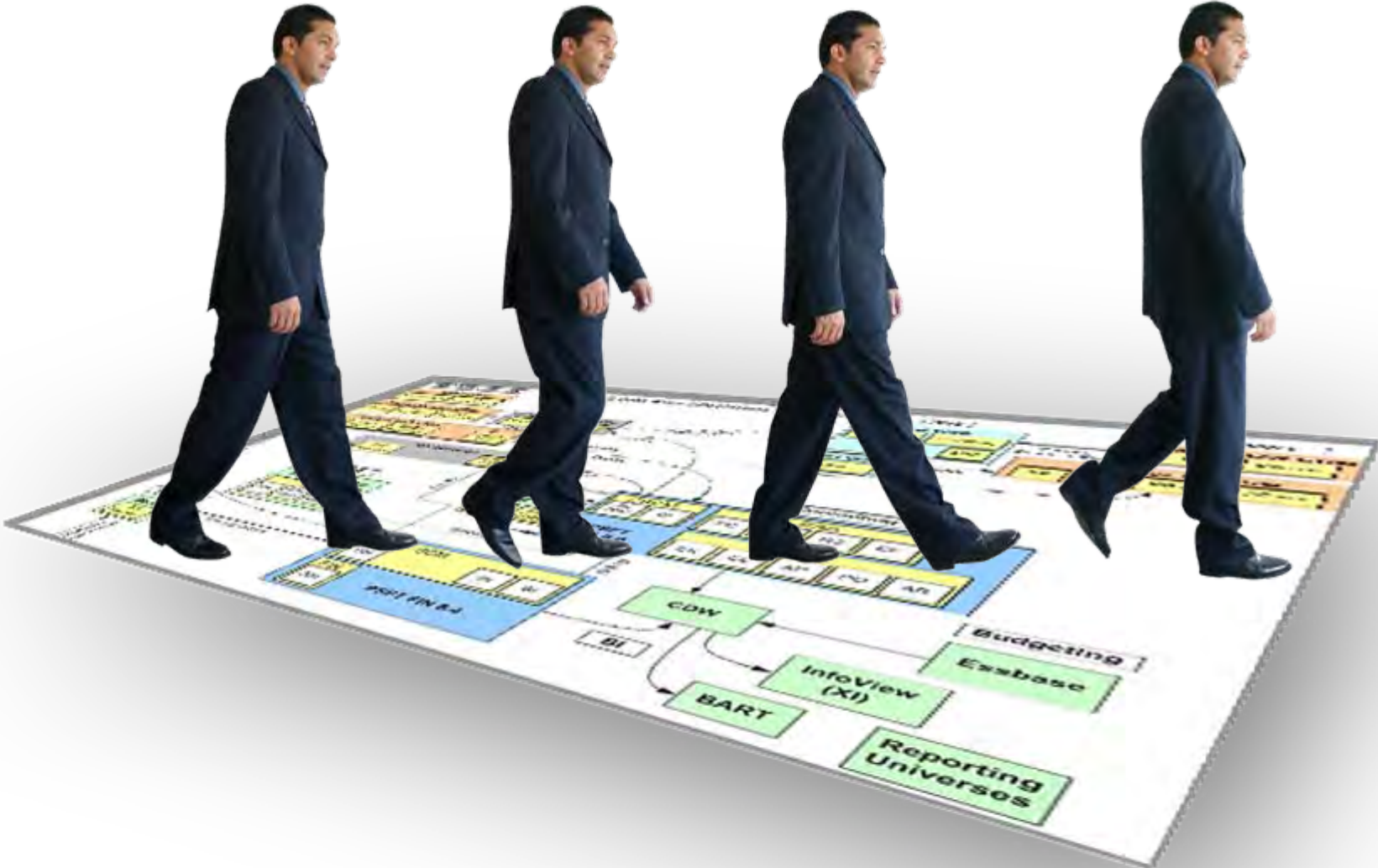
Call it Data Governance

Risk, Productivity



Source: Harris Interactive Poll

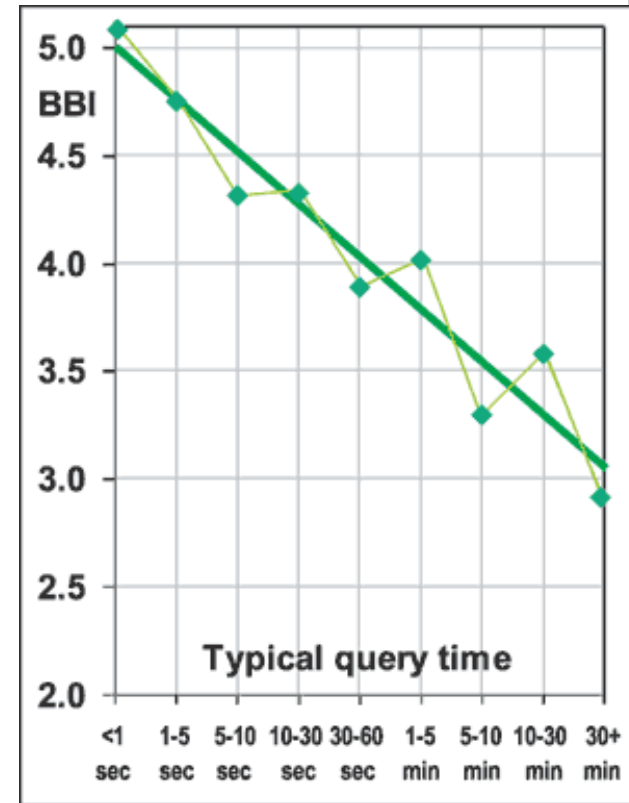
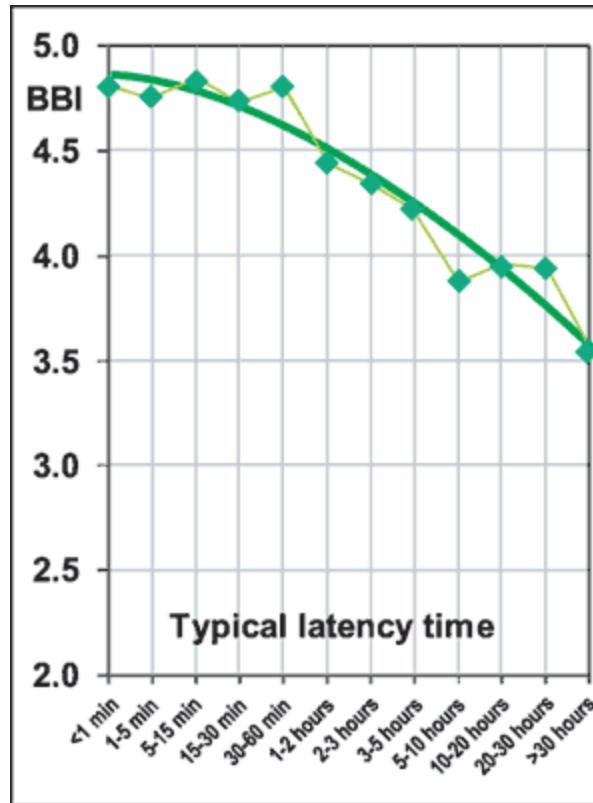
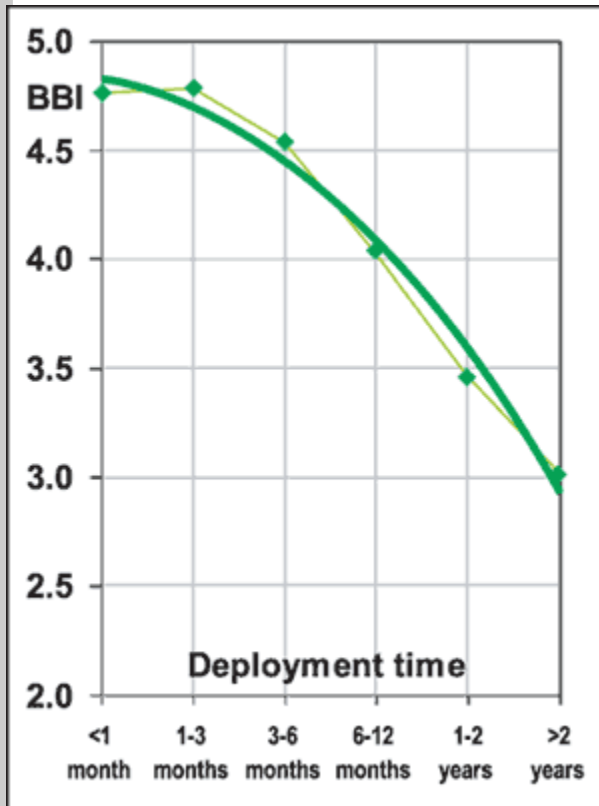
Data Lineage



Go Faster



Faster = Higher Business Value



Targets and Incentives

Search:

Launch your career:

45,500 casting calls since 2004
24,000 online profiles

[Register Now](#) →

Browse jobs & castings

[All categories](#)

- [Models wanted](#)
- [Actors & Extras wanted](#)
- [Television](#)
- [Musicians wanted](#)
- [Dancers wanted](#)

[Home](#) > [Jobs & Casting](#) > [Actors & Extras wanted](#) > [Events & Promotions auditions](#)

Extras aged 16+ needed for paid work flying to Dublin

Casting no. 63820 - Norwich, UK

100+ extras for background work in Norwich on Sunday 30th and Monday 31st March

Casting complete: Applications now closed.

100 + extras for background work in Norwich on Sunday 30th and Monday 31st March.

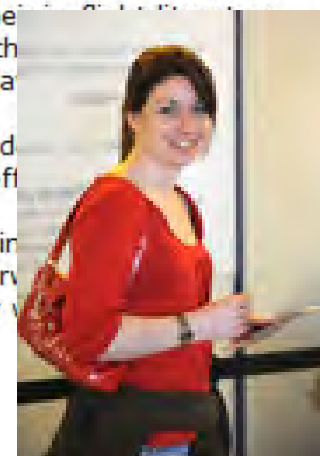
The assignment is for a well known airline who are updating the etc., You will be boarding an aircraft and flying to Dublin and the Norwich airport there may be up to three flights during each day

Photo ID will be required. Lunch and refreshments will be provided. Normal day clothes will be required. A good rate of pay is on offer.

Everyone interested and available please apply by email including phone number. If anyone is interested from anywhere outside the Norwich area (please include a travel allowance) and can fill a car etc, please also apply with phone number.

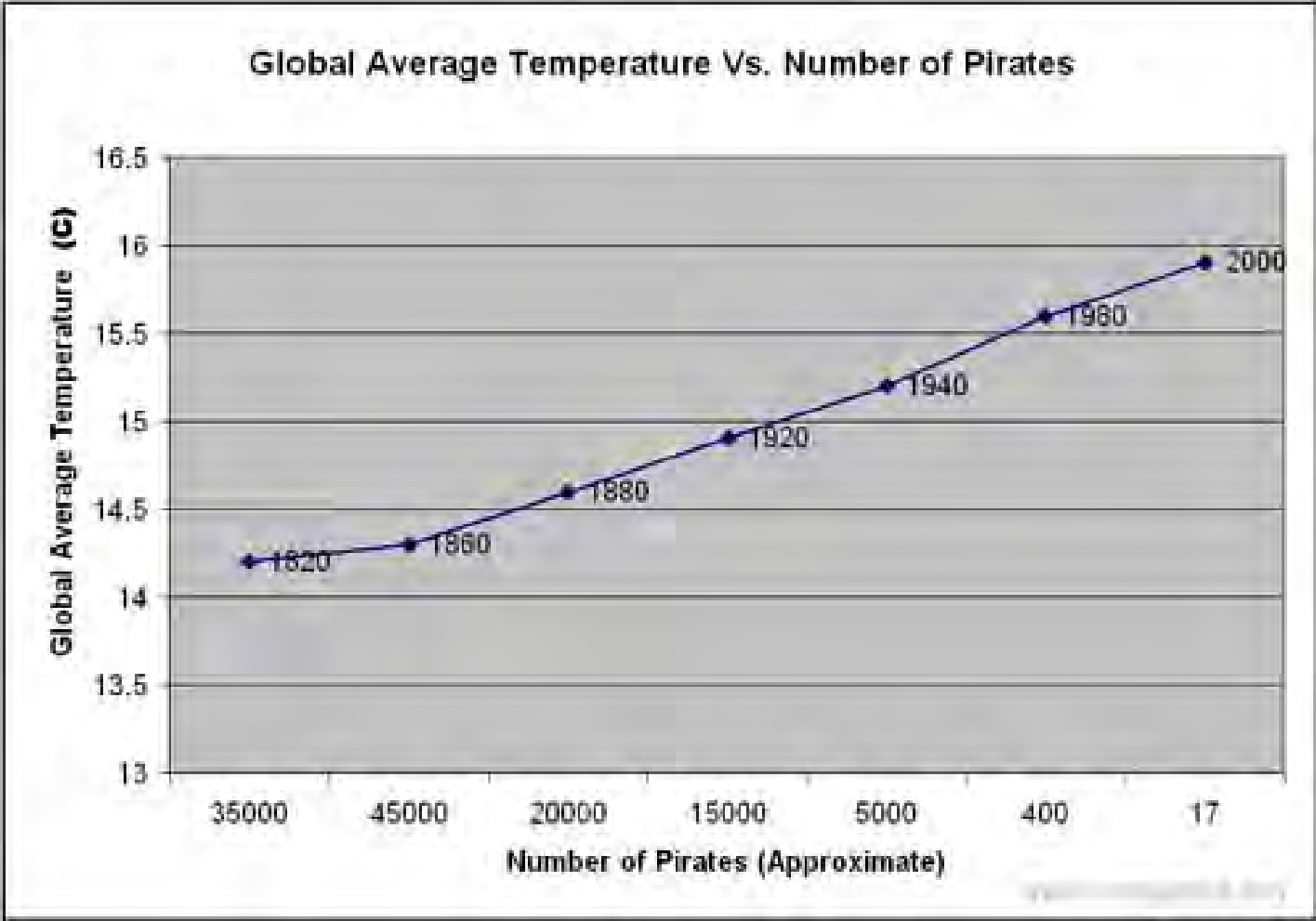
Please apply asap with your phone number.

Payment details: 82.38 per person per day net



StarNow
PROUD SPONSORS OF
MISS ENGLAND

Data Misuse and Interpretation



FLEXIBLE PRAGMATISM, NOT RIGID PROCESSES

“No plan survives first contact with the enemy”

Claus von Clausewitz



Finding An Executive Sponsor

**Why Should
I Care?**

Track record of IT success

Evangelism

Company goals

His / her career

Likely that sponsor will change:
build broad base of support



Staying Zen

Do "less"

Keep it simple

Clean up

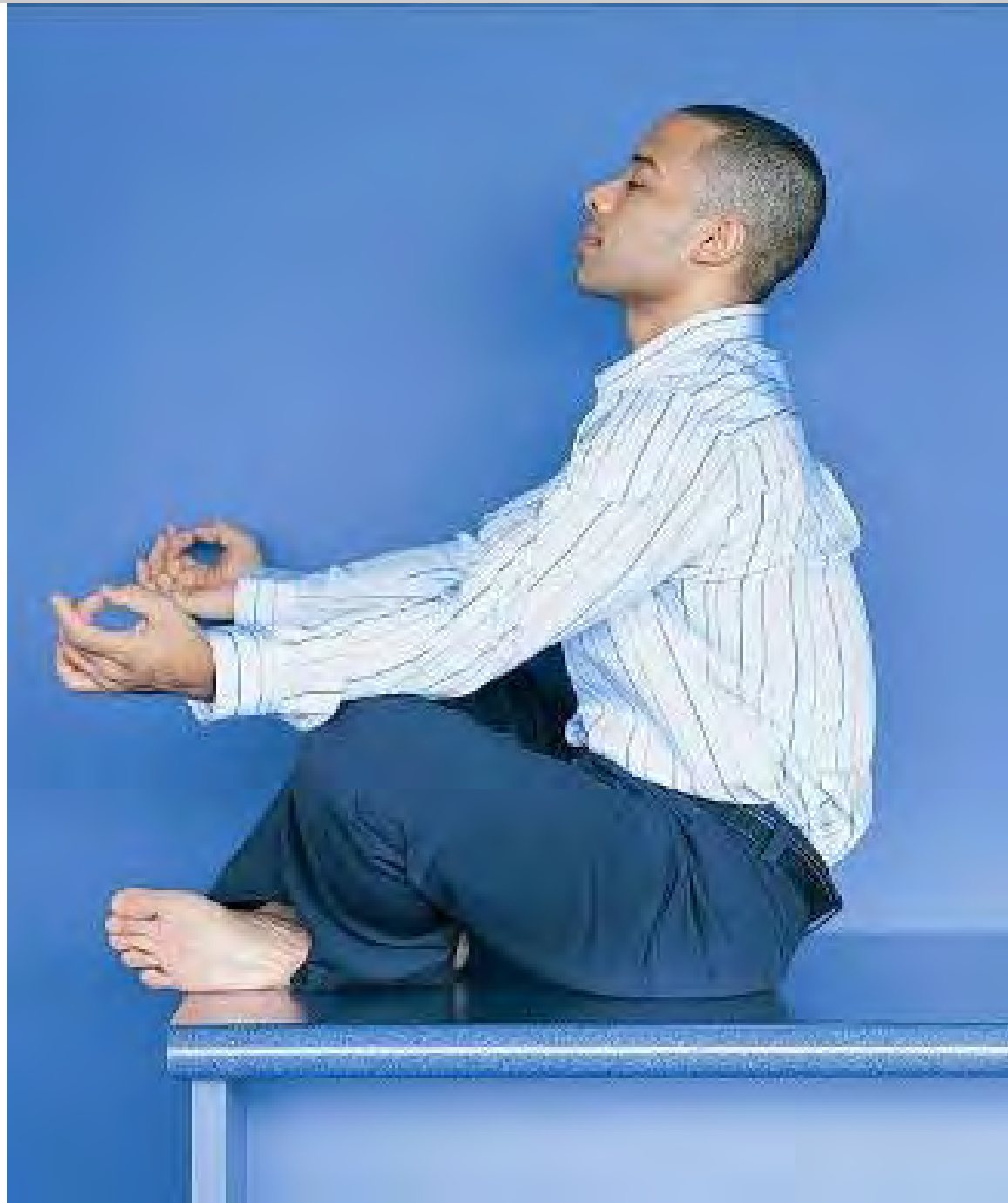
BICC efficiencies

IT dashboards

Standardize

SOA / Web Services

SaaS



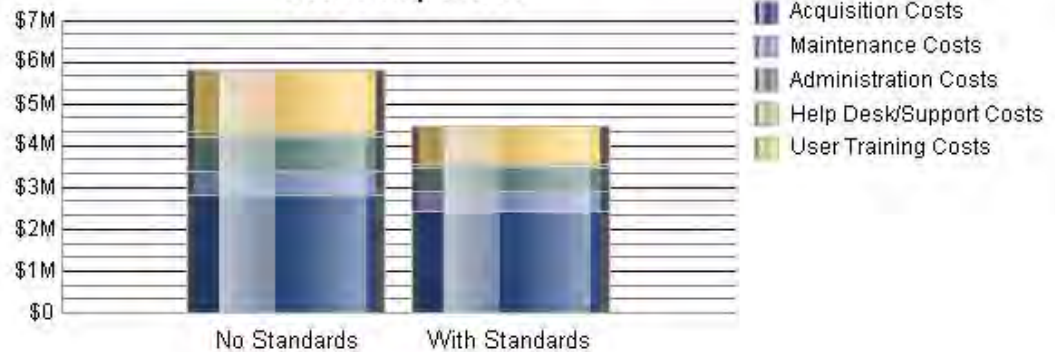
BI Standardization Calculator

BUSINESS INTELLIGENCE STANDARDIZATION CALCULATOR

Directions: Move the slider bars to select the values for your organization and estimate how much you might be able to save with a business intelligence competency center. For more detailed options, and an explanation of how the various values are calculated, select "advanced settings."



Cost Comparison



Total Potential Savings

\$1,342,857

[Find Out More](#)

Savings by Type



Disclaimer: This tool provides estimated data, for illustration purposes only. Actual results or cost savings may vary and may be affected by additional factors not considered by this tool. The tool is provided "AS IS" without warranty of any kind, express or implied, and in no event shall SAP be liable for any damages whatsoever in relation with the use of this

Advanced Settings

SAP BusinessObjects

Succeeding Despite Adversity

Keep the project up to speed

Structure the project into smaller ones

Ensure alignment at all times

Admit problems fast

Stick with it!

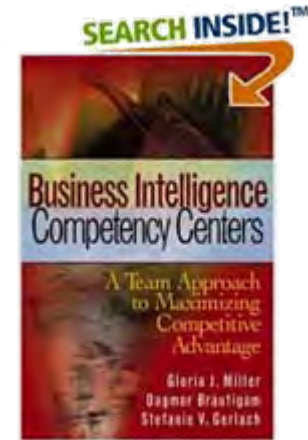
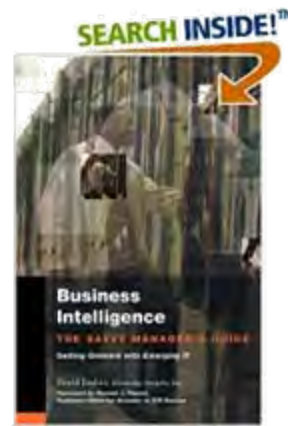
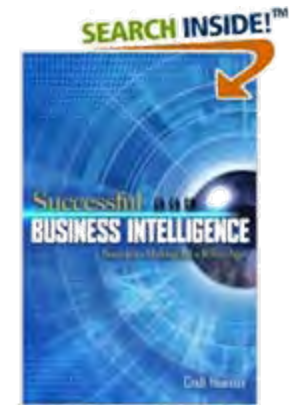
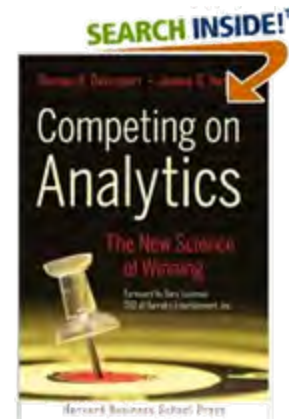


CONCLUSION



Selected References

- “Competing on Analytics” by Thomas Davenport
- “Successful Business Intelligence: Secrets to Making BI a Killer App” by Cindi Howson
- “Business Intelligence Competency Centers: A Team Approach to Maximizing Competitive Advantage” by Gloria J. Miller et. Al.
- “Business Intelligence: The Savvy Manager's Guide” by David Loshin
- TDWI Best Practices Report 2008: “Pervasive Business Intelligence: Techniques and Technologies to Deploy BI on an Enterprise Scale”



Business Intelligence is about People, Not Technology



“**Computers** are **useless.**

They **can only give**
you
answers.”

- Pablo

Picasso

Conclusion

BI is not (only) about

- Technology
- Projects
- Cost
- Data
- Plans



Thank You And Good Luck!

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