

# Business Intelligence

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**Gartner delivers the technology-related insight necessary for our clients to make the right decisions, every day.**

# Agenda

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- Hvilken virkelighed befinder vi os i?
- Hvad er BI?
- Hvad vil vi opnå med BI?
- Hvor bevæger BI sig hen?
- Best Practice og gode råd
- Spørgsmål

# Business Strategies Call for Revenue Growth, Reduced Costs and New Connections With Customers

## Business Strategies

Ranking of business strategies CIOs selected as one of their top three in 2012.

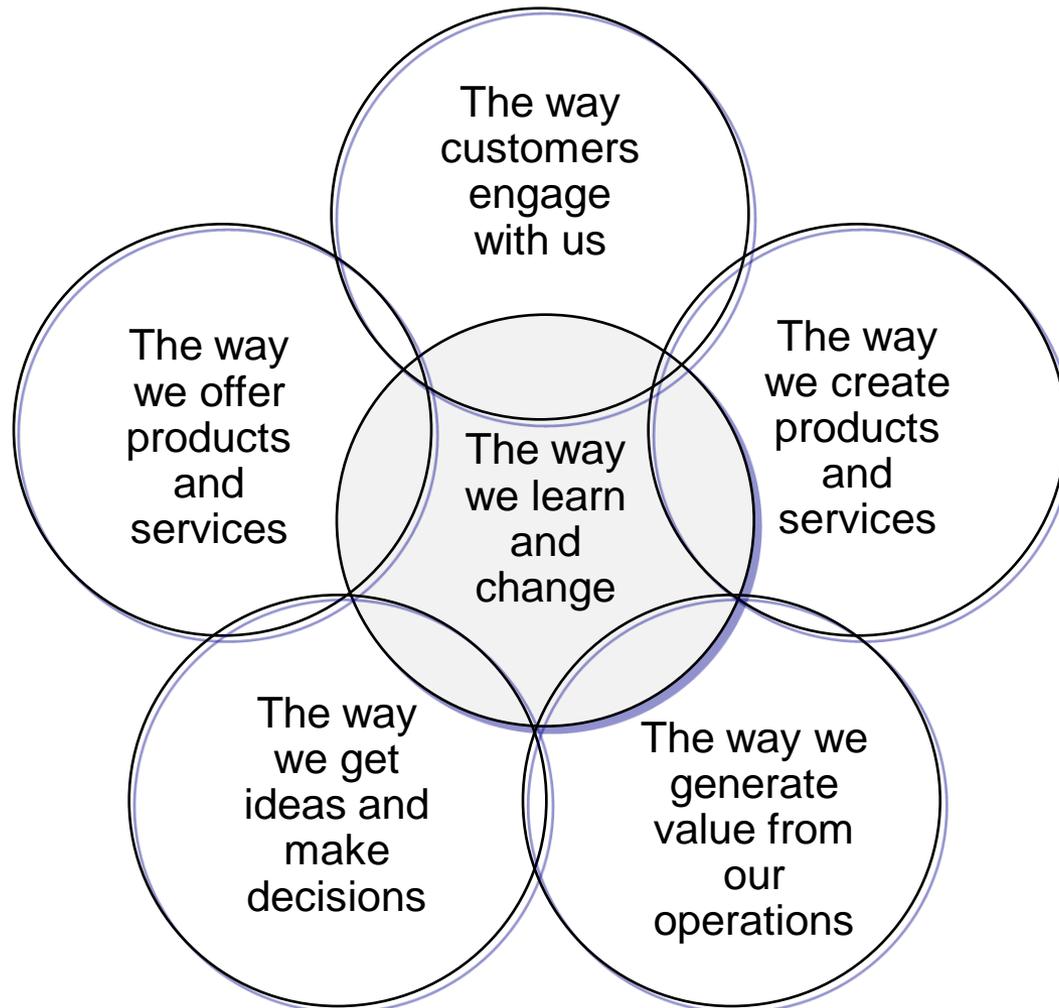
Ranking	2012	2011	2010	2009	2008
Increasing enterprise growth	1	1	*	*	*
Attracting and retaining new customers	2	2	5	4	2
Reducing enterprise costs	3	3	2	2	5
Creating new products or services (innovation)	4	4	6	8	3
Delivering operational results	5	9	*	*	*
Improving efficiency	6	8	*	*	*
Improving profitability (margins)	7	21	*	*	*
Attracting and retaining the workforce	8	12	4	3	6
Improving marketing and sales effectiveness	9	18	*	*	*
Expanding into new markets and geographies	10	11	13	10	4
Improving governance, compliance, risk, security	11	10	11	12	14
Implementing finance and management controls	12	25	*	*	*
Improving business processes	13	5	1	1	1

\* Not an option that year

# Executives Look for Technology to Influence Core Elements of the Business Model

## Why

1. Price
2. Efficiency
3. Customer intimacy



# Technology Priorities Call for Strengthening the Customer Experience

## CIO Technologies

Ranking of technologies CIOs selected as one of their top five priorities in 2012.

Ranking	2012	2011	2010	2009	2008
Analytics and Business Intelligence	1	5	5	1	1
Mobile Technologies	2	3	6	12	12
Cloud Computing (SaaS, IaaS, PaaS)	3	1	2	16	*
Collaboration Technologies (workflow)	4	8	11	5	8
Virtualization	5	2	1	3	3
Legacy Modernization	6	7	15	4	4
IT Management	7	4	10	*	*
Customer Relationship Management	8	18	*	*	*
ERP Applications	9	13	14	2	2
Security	10	12	9	8	5
Social Media/Web 2.0	11	10	3	15	15

\* Not an option in that year

# CIO Strategies Are Focusing on Eliminating Internal Distortions

## CIO IT Strategies

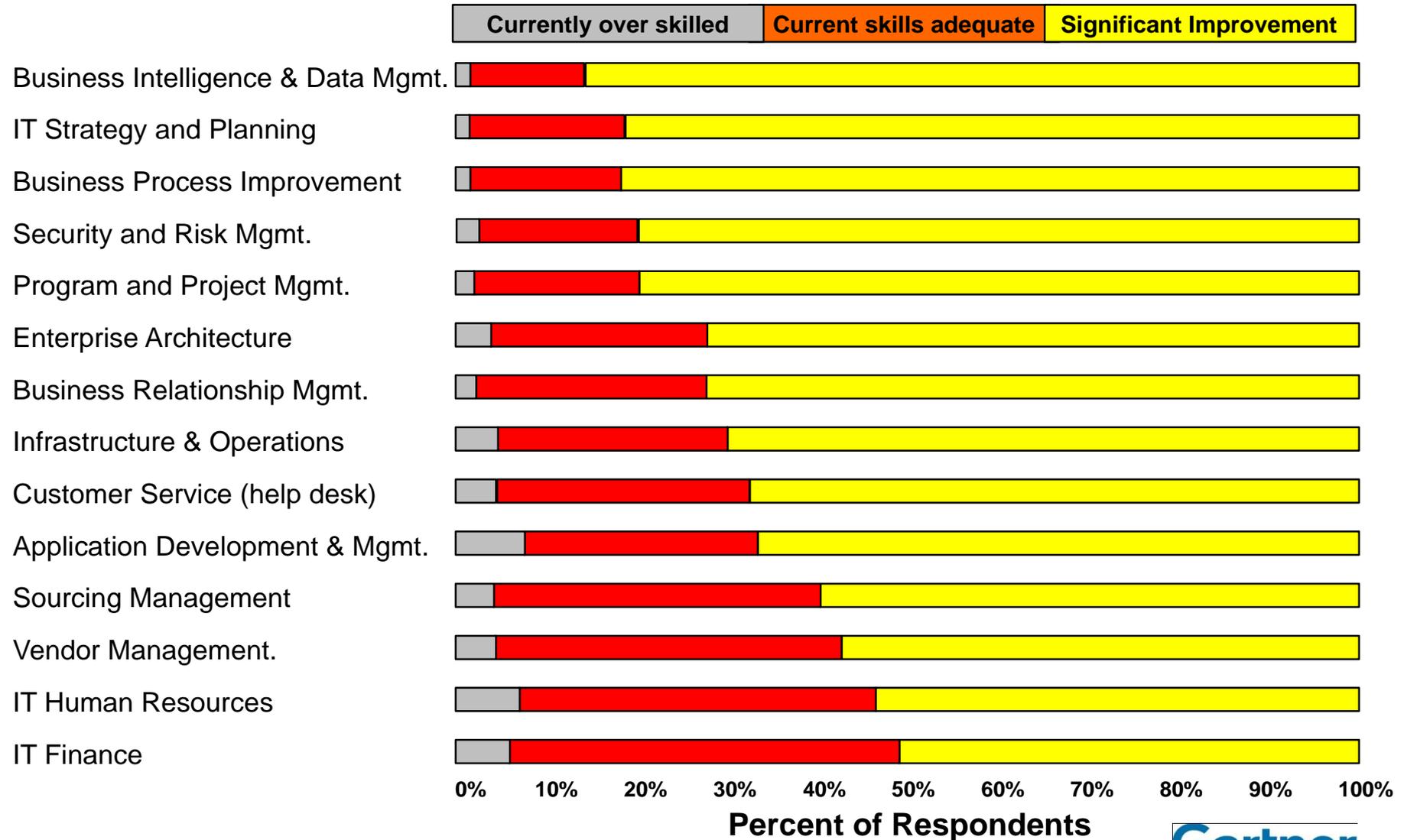
Ranking of IT strategies CIOs selected as one of their top three in 2012.

Ranking	2012	2011	2010	2009	2008
Delivering business solutions	1	2	1	3	1
Reducing the cost of IT	2	3	3	2	10
Developing or managing a flexible infrastructure	3	1	8	11	11
Expanding the use of information and analytics	4	7	7	10	9
Improving IT management and governance	5	4	6	4	7
Improving business alignment and relationship	6	10	2	1	2
Implementing mobility solutions	7	18	*	*	*
Consolidating IT operations and resources	8	5	9	9	12
Implementing business process improvements	9	8	4	5	6
Improving IT organization and workforce	10	6	10	8	3
Implementing Cloud (SaaS, IaaS, PaaS)	11	9	*	*	*

\* New response category

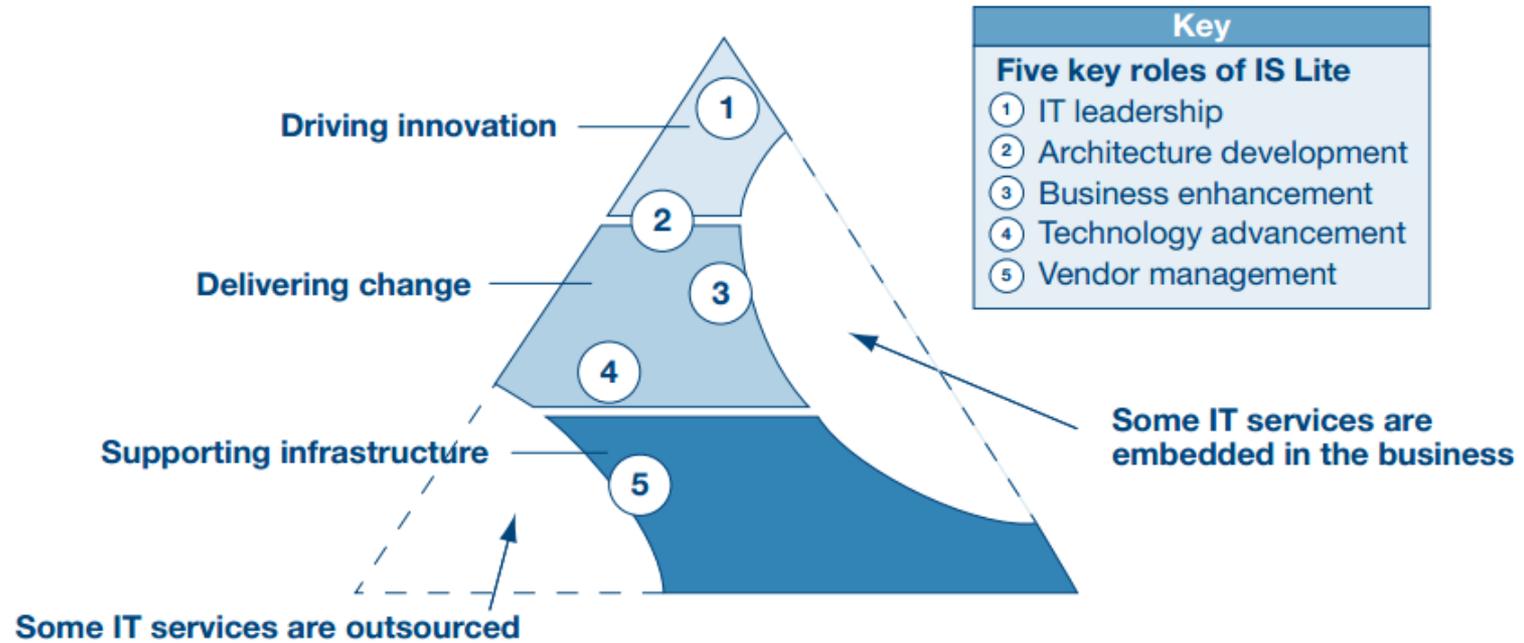
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# CIOs Recognize the Need for New and Better Skills



# Roller og ansvar i den moderne IT org

## The reality of IS Lite



# Definitionen på BI

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Ultimately, business intelligence is about using, organizing, and interpreting data to secure competitive advantage.

Although BI is often associated with data warehousing; extract, transform, and load (ETL) tools; online analytical processing (OLAP); and reporting, data mining, and predictive analytics, *it should not be identified with any particular set of tools or technologies.*

Rather, BI should be understood as an approach that improves business performance and secures competitive advantage by systematically framing and testing hypotheses to resolve business problems.

# BI kogt ned

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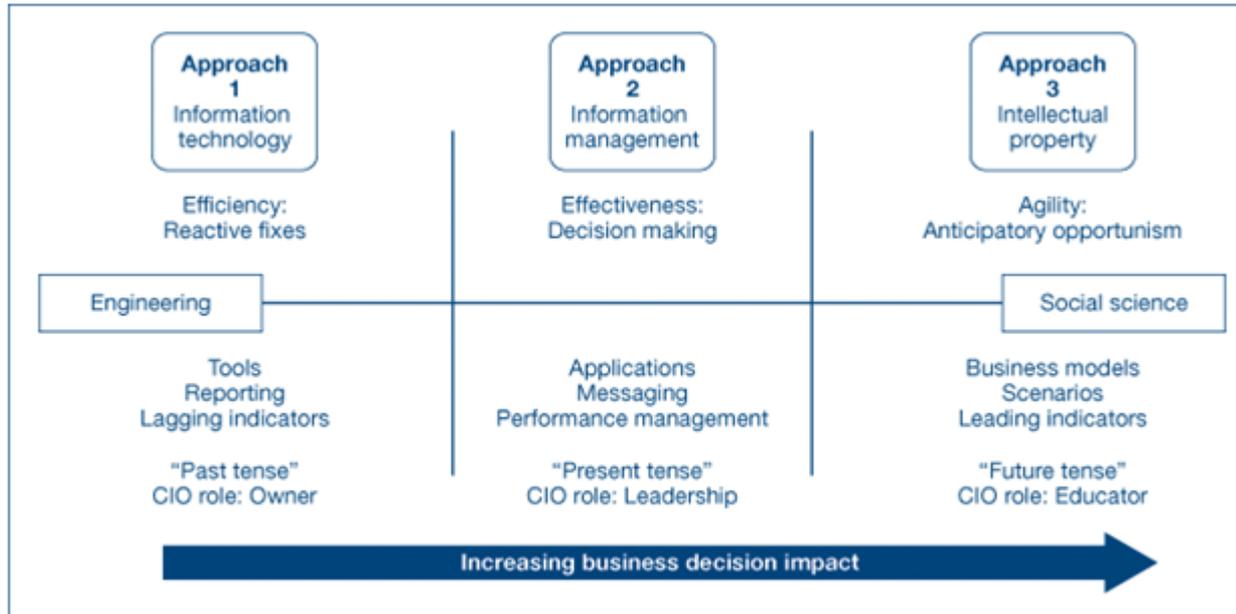
The essence of BI is methodological—not technological.

# Hvorfor er BI svært (og ikke selfservice?)

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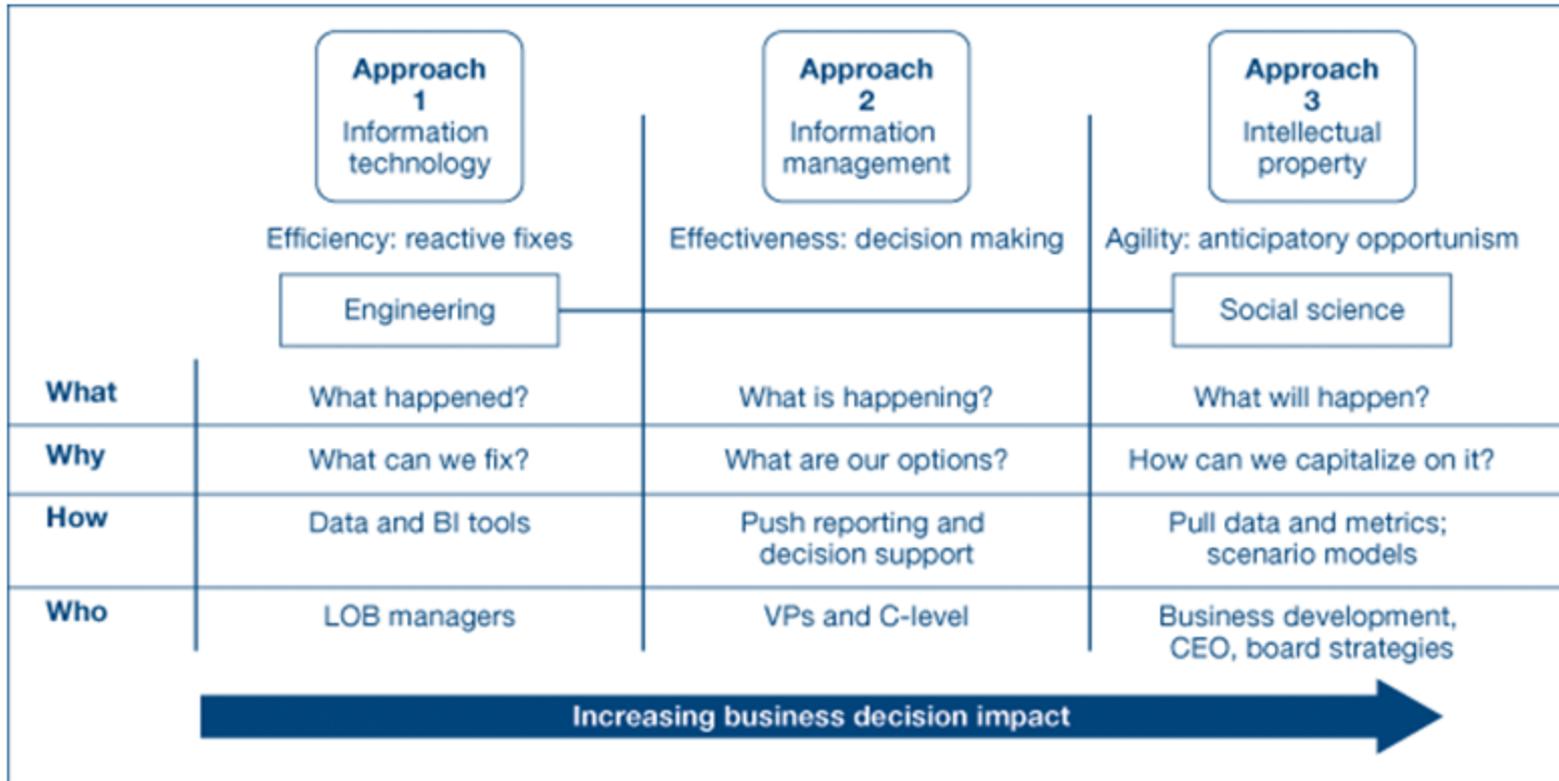
The primary obstacle preventing BI from being used in a self-service environment is the underlying inadequacy, in most enterprises, of the data upon which BI builds. This inadequacy manifests itself in data errors, but more importantly in data inconsistencies and ambiguities.

# BI and decision impact



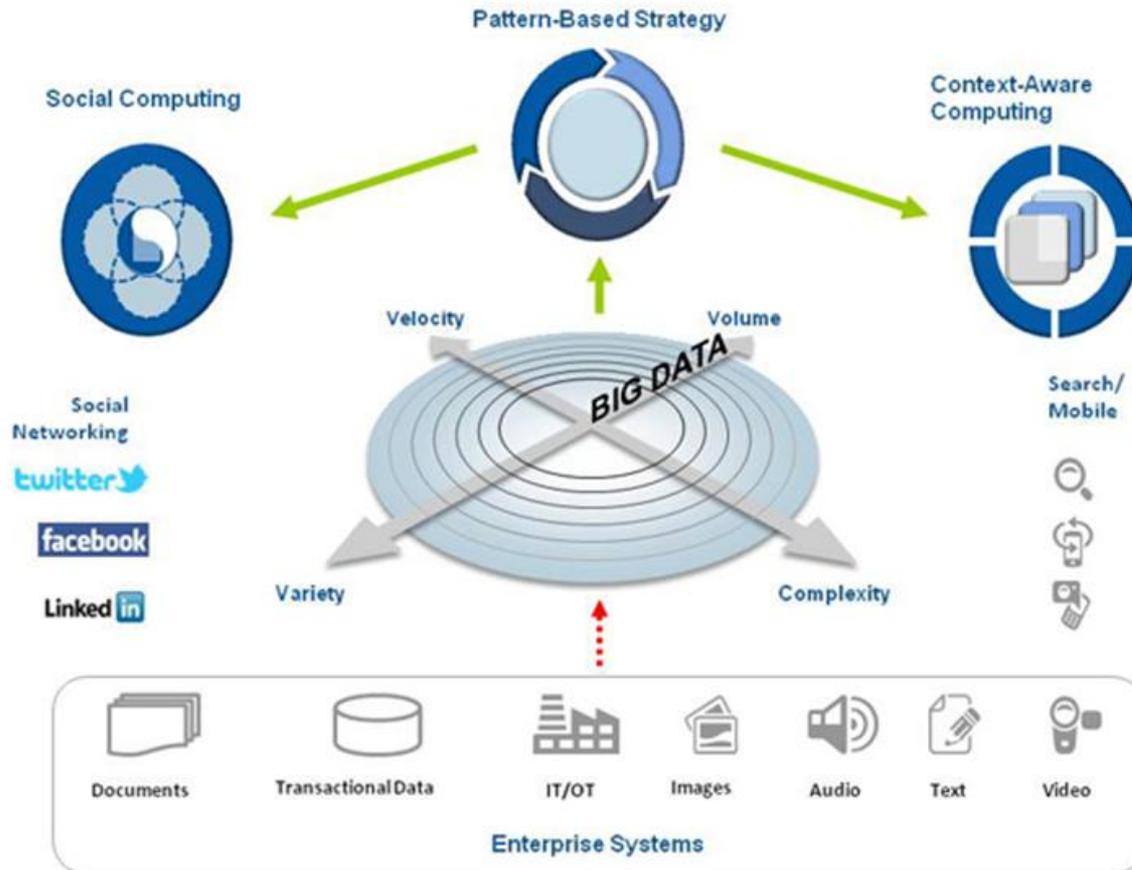
Source: Gartner.

# BI and Decision impact



Source: Gartner

# BIG DATA!



# Hvem driver de bedste BI programmer?

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The best practice for successful BI is often driven by a key business unit leader and coupled tightly with business objectives and metrics.

This is *not* an IT issue. IT can be a catalyst by encouraging business ownership and emphasis, and IT is certainly central to infrastructure, design, and tool delivery.

With BI, IT leads from behind.

# Hvad opnår dem der kan BI?

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## Key Challenges

- Organizations with a strong analytics culture — with explicit emphasis on data-driven and fact-based analysis to guide decision making — have a tendency to push for process automation, and to value information and care for it as an actual enterprise asset.
- Research has showed that organizations with outstanding performance levels are more likely to have an analytics culture. And now, more than ever before, executives regard business analytics to be a critical component in competitiveness.

# Hvordan bliver vi bedre til BI?

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## Recommendations

- Develop a strategy with a change plan, and fully inform individuals about timescales, resources and priorities within the organization to ensure the majority adopts.
- Senior executives should lead culture changes by demonstrating their preference in using data-driven and fact-based analysis to make decisions, and demand others do the same.
- Organizations should communicate clearly and loudly on their strategic investments to improve analytics capabilities.
- Analytics applications with prebuilt data models can be a catalyst for shortening the learning curve and speeding up the adoption of an analytics culture in your organization.

# Vigtige betragtninger omkring analytisk kultur

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**Gartner sees the following factors abundant in organizations with a strong analytics culture.**

- Respect for the truth — data-driven fact-based analysis
- Persistence to find the root causes
- Information transparency and sharing
- Use analysis to guide decision making and actions
- More agile and confident decision making
- A tendency to push for process automation
- Valuing and caring for information as an actual enterprise asset
- Higher levels of competitiveness and performance in their market

# Take aways:

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- The business intelligence initiative should be led by the business with strong IT support. IT is responsible for maintaining and supporting the right analysis tools and implementing sound data management practices. The business should provide direction and decision-making. Success will be measured by the value added as a result of the initiative-driven business improvements.
- At its core, business intelligence is a fact-based, information-driven, quantitative process. High-quality data is vital for a business intelligence initiative to be successful. Both IT and the business must adhere to data management best practices to ensure data consistency through data principles and a data governance process.
- The output of the business intelligence initiative is business change. The successful implementation of this change will depend on the organization's people, processes, and culture.

# Take aways:

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- Business intelligence projects are perceived to be complex and costly endeavours that rarely deliver the business value initially promised. But the *fact-based* decision-making that business intelligence enables is vital to the success of organizations in today's economic and highly competitive climate. The prerequisites for success are a clearly defined process to reliably deliver business value, an understanding of what the IT department's role in this initiative should be, and a realization that business intelligence should be used as an aid to the decision-making process.

# Spørgsmål

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# Skift af system og/eller teknologi

