



Index

A

Abbreviations, list of, 179–180

Access to information, value of, 25–26

Accuracy of data. *See* Data quality

Acquisition of data. *See* Data acquisition

Administrative assistants, 67

Advanced analytics:

core roles for members, 68–69

as criterion for true BI, 5–6

as functional area inside EICC, 38, 43

infrastructure of, 124

as infrastructure selection criterion, 131–132

knowledge processes, 83

vendors and, 157

Anxiety over change, managing, 110–111

Application designers and developers, 68

Approval of strategies, 146–148

Assessment:

of individuals, 83–84

of information maturity, 58–59

of strategy, 144–146

Audience diversity, infrastructure for, 130–131

B

Banking industry, BI benefits to, 97 case studies, 168–171

Barriers to change, 106–107

Belgium, case study in, 168–169

BI (Business Intelligence), 2–3

banking industry and, 97, 168–171

benefits of, 24–25

case studies, 166–171

challenges of, 6–9

as competitive differentiator, 3–6

comprehensive enterprise BI

platform, 156–157

criteria for true BI, 5–6

defined, 3–4

defining strategy for, 57–59

departmental use of, 18–20

educational systems and, 98

effectiveness of, 24–26, 174–177

energy industry and, 97–98

geographical differences and, 17

global use of, 18–20

- BI (Business Intelligence) (*cont.*)
- government and, 98
 - gut feel vs., 4
 - how BI is used, 17–18
 - individual use of, 18–20
 - industry and, 16
 - insurance industry and, 98, 166–167
 - job function and, 17
 - job level and, 17
 - managerial use of, 19–20
 - manufacturing industry and, 98–99
 - multidimensional approach, 177
 - number of employees and, 16–17
 - organization size and, 18–20
 - regional use of, 18–20
 - retail industry and, 99
 - revenue and, 16, 18
 - scope of responsibilities, 30, 40–43
 - scope of usage, 18–20
 - telecommunications industry and, 99–100
 - utilities industry and, 97–98
 - who uses BI results, 19–20
- BICC (Business Intelligence Competency Center), 2–3, 6–13
- advantages and disadvantages, 29–30
 - business-related benefits, 95, 97–100
 - case studies, 166–171
 - central vs. virtual, 90–92
 - defined, 9–10
 - establishing, 30–31, 151–153
 - familiarity with concepts, 113
 - functional areas of, 36–40, 77–85
 - funding, 28, 92–93, 96, 146
 - intangible benefits, 93–94
 - liaison to, 70
 - manager of, 63
 - organizational fit, 29
 - performance metrics, 31–32, 93–100
 - perspective on Information Evolution Model, 57–58
 - presence of, 27
 - reasons to establish, 10–12
 - recommendations for high effectiveness, 174–177
 - responsibilities of, 30, 40–43
 - review of, 156
 - roles within, 63–73, 181–185
 - setting up, 141–156
 - size and scope of use, 28
 - staffing, 62–74
 - tangible benefits, 95–97
- BICC consultants, 70
- BICC manager, 63
- BICC planning, 27–32, 146–148.
- See also* Information Evolution Model
- benefits and disadvantages, 29–30, 93–100
 - organizational fit of, 29
 - when to establish, 30–31
- BI delivery, 38, 42
- core roles for members, 68
 - infrastructure of, 123
 - knowledge processes, 81–82
- Bids process management, 85
- BI implementation, 151–153
- challenges of, 6–9
 - consulting on (vendors), 160–161
 - establishing a BICC, 30–31, 151–153
 - infrastructure development, 133–136
 - reviewing results, 156
- Billing, 92–93. *See also* Funding of BICCs

- BI planning (survey results), 16–34
 effectiveness of, 24–26
 how BI is used, 17–18
 metrics for success, 31–32, 93–100
 needs analysis, 20–22
 respondent statistics, 32–33
 software questions, 22–23
 who uses BI results, 19–20
 BI specialists, 66
 Breadth, 5, 177
 software capabilities, 96–97
 Business analysts, 64
 Business benefits of BICCs, 95,
 97–100
 Business consultants, 70
 Businesses. *See* Organizations
 Business expertise, 160
 Business Intelligence. *See* BI (Business
 Intelligence)
 Business Intelligence Competency
 Center. *See* BICC (Business
 Intelligence Competency Center)
 Business Intelligence Program, 37,
 41–42
 core roles for members, 63–71
 infrastructure of, 122
 knowledge processes, 77–85
 Business Intelligence specialists, 66
 Business-related support. *See* Support
 Business roles, 71, 181–182
 Business users. *See* Users
 Buy-in of BICC strategies, 146–148
- C**
- Case studies, 166–171
 CDI (Common Document Index),
 103
 Central BICC, 90–92
 Certification programs, 162
 Change management, 104–116, 176
 anxiety over change, 110–111
 barriers to change, 106–107
 communication and, 107
 consultants for, 70
 defined, 105
 efficiency of change, 115–116
 importance of, 105–106
 leadership and change, 107, 112
 organizational change, 107–108
 resistance to change, 107, 112–113
 setting up BICC, 149–151
 technical change management, 44
 transition stage, 110–111
 Checklist of BICC responsibilities,
 40–43
 Chief data steward, 64–65
 Coaching. *See* Training
 Collecting feedback, 79
 Commitment, vendor, 159–163
 Common Document Index (CDI),
 103
 Common metadata, 127
 Communication. *See also* Vendor
 contracts management
 change and, 107
 future state (after change), 113–114
 internal communicator role, 67–68
 internal marketing and user group
 support, 163
 software questions, 22–23
 Communities of practice, 102
 Companies. *See* Organizations
 Compatibility, as performance metric,
 94
 Competencies, 72
 Competitive differentiator, BI as, 3–6

Completeness, 5
 of training, 161–162
 Comprehensive enterprise BI platform, 156–157
 Comprehensiveness, 5
 of training, 161–162
 Concrete objectives, 175
 Conflict with change, managing, 112–113
 Consolidate level (information maturity), 54–55
 advancing from, 77
 Consolidation, 10–11, 175
 Consultants for change management, 70
 Consulting on BI implementation, 160–161
 Consumers. *See* Users
 Continuity, respect for, 113
 Contract management. *See* Vendor contracts management
 Corporate strength (vendors), 158–159
 Corporate view, developing, 78
 Corporations. *See* Organizations
 Cost/benefit analysis, 141
 Costs. *See* Funding of biCCs
 Criteria for true Business Intelligence, 5–6
 CSI-Piemonte (case study), 167–168
 Cultural performance metrics, 93–100
 Culture, 3, 51, 89–116. *See also*
 Change management
 challenges of, 9
 knowledge management, 100–103
 levels of maturity and, 54–57
 organizational setup and funding, 90–93
 performance metrics, 93–100

Customer commitment, 159
 evaluating, 159–163
 Customizing training, 161–162

D

Data, 4
 challenges of, 6–9
 database administration, 44
 modeling, 131–132, 133, 136
 Data acquisition, 38, 42–43
 core roles for members, 68
 infrastructure of, 123–124
 knowledge processes, 82
 Database administration, 44
 Data integration, 129–130, 134–135
 Data mining, 68–69, 124, 131–132
 Data models:
 correcting inappropriate models, 136
 pre-built industry models, 133
 Data quality, 6, 7
 infrastructure for, 130
 as performance metric, 94
 Data stewardship, 38, 42
 core roles for members, 64–65, 66–67
 infrastructure of, 122
 knowledge processes, 79–80
 Data storage, 6, 7
 infrastructure for, 129–130
 Decision-making speed, as metric, 95–96
 Delivery of Business Intelligence, 38, 42
 core roles for members, 68
 infrastructure of, 123
 knowledge processes, 81–82

Departmental infrastructure, 7–8
 change and, 106
 Departmental use of BI, 18–20
 Department-level maturity, 54–55, 77
 Depth, 5, 177
 software capabilities, 96–97
 Dimensions of Information Evolution
 Model, 49–52
 Diverse audience, infrastructure for,
 130–131
 Division-level maturity, 54–55, 77
 Dynamic networks, 56–57

E

Educational systems, BI benefits to, 98
 Effectiveness of Business Intelligence:
 survey results on, 24–26
 ten recommendations for, 174–177
 Efficiency:
 of change, 115–116
 intangible, 94
 operational, 95–97
 tangible, 95–97
 Employees. *See* Human capital
 Employee Skills Database (ESDB), 103
 End users, supporting. *See* Support;
 Users
 Energy industry, BI benefits to, 97–98
 Enterprise intelligence platform, 126
 Enterprise-level maturity, 55
 ESDB (Employee Skills Database), 103
 Evaluating customer commitment,
 159–163
 Evaluating performance. *See*
 Performance metrics
 Evolution Model. *See* Information
 Evolution Model

Expenses. *See* Funding of BICCs
 Expertise, vendor, 160
 Exploiting Business Intelligence. *See*
 BI implementation
 Extensibility of infrastructure, 128
 External support roles, 72

F

Feedback collection, 79
 Flexibility, as performance metric, 94
 Functional areas inside BICCs, 36–40
 knowledge processes and, 77–85
 Functional maturity, 54–55, 77
 Funding of BICCs, 28, 92–93, 146
 reduced software costs, as metric,
 96
 Future state, 113–114

G

Gartner, opinion on BICCs, 12–13
 Geographical differences in BI use, 17
 Global reach, vendor, 158
 Global use of BI, 18–20
 Government, BI benefits to, 98
 Group resistance to change, 107
 Gut feel vs. BI, 4

H

Hindsight versus insight, 4–5
 Human capital, 2, 62–74, 176. *See also*
 Training
 as aspect of knowledge
 management, 100, 101

- Human capital (*cont.*)
- as critical dimension of Information Evolution Model, 49–50
 - efficiency of (as metric), 96
 - ESDB (Employee Skills Database), 103
 - levels of maturity and, 54–57
 - managing change, 107, 111–114
 - number of employees, 16–17
 - productivity (as metric), 94
 - required competencies, 72
- I**
- Implementation risk, 11
- Implementing Business Intelligence. *See* BI implementation
- Implementing change. *See* Change management
- Inappropriate data models, correcting, 136
- Individual maturity, 52–54, 77
- Individual use of BI, 18–20
- Industry and BI use, 16
- Industry data models, pre-built, 133
- Industry expertise, 160
- Industry framework, 126
- Information access, value of, 25–26
- Information creation. *See* Knowledge processes
- Information Evolution Model, 48–59
- advantages of, 48–49
 - assessment, 58–59
 - BICC perspective on, 57–58
 - critical dimensions, 49–52
 - defining BI strategy, 57–59
 - levels of maturity, 52–57
 - SAS Information Evolution Assessment, 114–115
- Information maturity, 52–57
- assessing, 58–59
 - level 1 (Operate), 52–54, 77
 - level 2 (Consolidate), 54–55, 77
 - level 3 (Integrate), 55
 - level 4 (Optimize), 56
 - level 5 (Innovate), 56–57
- Information processes. *See* Knowledge processes
- Information silos, 7–8
- Information technology. *See also* Infrastructure; Technology
- IT performance, as metric, 94
 - IT roles, 71, 182–185
- Infrastructure, 3, 51–52, 121–136
- advanced analytics, 124
 - as aspect of knowledge management, 100, 101
 - audience diversity, 130–131
 - BI delivery, 123
 - BI implementation, 133–136
 - Business Intelligence Program, 122
 - data acquisition, 123–124
 - data quality, 130
 - data stewardship, 122
 - data storage, 129–130
 - defined, 121
 - departmental, 7–8, 106
 - depth and breadth of, 5, 96–97, 177
 - extensibility of, 128
 - knowledge sharing, 129–130
 - levels of maturity and, 53–57
 - open, 128–129
 - road map for development of, 133–136
 - scalability of, 128
 - selection criteria, 126–133

standards-based, 128–129
 of support, 122–123
 of training, 124–125
 vendor contracts management, 125

Innovate level (information maturity), 56–57

Insight versus hindsight, 4–5

Institutions. *See* Organizations

Insurance industry, BI benefits to, 98, 166–167

Intangible benefits of BICCs, 93–94

Integrate level (information maturity), 55

Integration of data, 129–130, 134–135

Integration of process, 175. *See also* Processes
 advancing to, 77
 common metadata, 127

Integration of technology. *See* Technology

Intelligence storage, 6, 7
 infrastructure for, 129–130

Internal billing models, 92–93

Internal communicators, 67–68

Internal marketing, 163

Internal processes, 79

Italy, case study in, 167–168

IT infrastructure. *See* Infrastructure;
 Technology

IT performance, as metric, 94

IT roles, 71, 182–185

J

Job function, 17

Job level, 17

Job roles in BICCs. *See* Roles within BICCs

Joint venture between business and IT, 174–175

K

KBC Bank & Insurance Group (case study), 168–169

Knowledge management (KM), 100–103
 SAS initiatives, 103

Knowledge officers, 67

Knowledge processes, 2, 3, 50–51, 76–85. *See also* Processes
 advanced analytics, 83
 as aspect of knowledge management, 100, 101
 BI delivery, 81–82
 Business Intelligence Program, 77–85
 data acquisition, 82
 data stewardship, 79–80
 definition of, 76
 functional BICC areas and, 77–85
 levels of maturity and, 53–57
 support, 80–81
 training, 83–84
 vendor contracts management, 84–85

Knowledge sharing, 11–12, 79, 84
 common metadata, 127
 infrastructure for, 129–130

Knowledge transfer, 83, 84
 knowledge management, 100–103

L

Leadership, and change, 107, 112

Levels of maturity, 52–57
 assessing, 58–59
 level 1 (Operate), 52–54, 77
 level 2 (Consolidate), 54–55, 77
 level 3 (Integrate), 55
 level 4 (Optimize), 56
 level 5 (Innovate), 56–57
 Liaison to BICC, 70
 License administrators, 68
 License management, 85. *See also*
 Vendor contracts management
 Local presence (vendors), 158

M

Maintainability, as performance
 metric, 94
 Maintaining continuity, 113
 Managerial use of BI, 19–20
 Manager of BICC, 63
 Managing change. *See* Change
 management
 Managing knowledge, 100–103
 Managing vendor contracts. *See*
 Vendor contracts management
 Manufacturing industry, BI benefits
 to, 98–99
 Marketing, internal, 163
 Maturity levels, 52–57
 assessing, 58–59
 level 1 (Operate), 52–54, 77
 level 2 (Consolidate), 54–55, 77
 level 3 (Integrate), 55
 level 4 (Optimize), 56
 level 5 (Innovate), 56–57
 Measuring performance. *See*
 Performance metrics
 Metadata, 127

Metrics for BICC success. *See*
 Performance metrics
 Modeling, 131–132, 133, 136
 Morale, as performance metric, 94
 Multidimensional approach to BI,
 177
 Mutual & Federal (case study),
 166–167

N

Nedbank Limited (case study),
 170–171
 Needs analyses, 20–22, 161

O

Objectives, concrete, 175
 Ongoing value, 176
 Open infrastructure, 128–129
 Operate level (information maturity),
 52–54
 advancing from, 77
 Operational efficiency, 95–97
 Operational processes, 81, 154–156
 change factors, 115
 support systems, 125–126
 Optimize level (information maturity),
 56
 Organizational change, 107–108
 barriers to, 106–107
 Organizational fit, 29
 Organizational processes. *See*
 Processes
 Organizational reach, vendor,
 157–158
 Organizational strategy. *See* Strategy

Organizations. *See also* Change management; Infrastructure; Vendor contracts management
 cultural setup, 90–93
 maturity assessment, 58–59
 maturity levels, 52–57
 position of BICC within, 29
 role of knowledge management, 102
 size of, and BI use, 18–20
 Orientation for BICC setup, 141–144

P

Partner management. *See* Vendor contracts management
 Patchwork of tools, correcting, 135
 People. *See* Human capital
 Performance metrics, 31–32, 93–100
 compatibility as, 94
 cultural, 93–100
 data quality as, 94
 decision-making speed as, 95–96
 efficiency as, 94, 95–97, 115–116
 flexibility as, 94
 IT performance as, 94
 maintainability as, 94
 morale as, 94
 number of users as, 95
 portability as, 94
 productivity as, 94
 product quality as, 94
 reduced software costs as, 96
 reliability as, 94
 residual value as, 94
 security as, 94
 service life as, 94
 upgradeability as, 94
 versatility as, 94
 Personal maturity, 52–54, 77
 Planning. *See* BICC planning; BI planning (survey results)
 Politics of change, managing, 111
 Portability, as performance metric, 94
 Positions with BICCs, 63–73, 181–185
 Power changes, managing, 111
 Pre-built industry data models, 133
 Predictive analytics and modeling, 131–132
 Processes. *See also* BI implementation; Knowledge processes; Operational processes
 challenges of, 8
 effectiveness of, 24–26
 integrating, 10
 internal, 79
 managing change in, 111–112, 115
 projects vs., 175
 resistance to change, 107
 Process integration, 175
 advancing to, 77
 common metadata, 127
 Productivity, as performance metric, 94
 Product quality, as performance metric, 94
 Project managers, 65
 Project risk, 11
 Projects vs. processes, 175
 Proposal requests, 85
 Public administration (case study), 167–168
 Publications, vendor, 162

Q

- Quality of data. *See* Data quality; Data stewardship
- Quality of product, as performance metric, 94

R

- Raw data. *See* Data
- Reach, vendor, 158
- Recommendations for effective BICCs, 174–177
- Reduced software costs, as performance metric, 96
- Regional use of BI, 18–20
- Reliability, as performance metric, 94
- Request management, 83
- Requests for proposals (RFPs), 85
- Residual value, as performance metric, 94
- Resistance to change, 107, 112–113
- Resources, human. *See* Human capital
- Respecting continuity, 123
- Respondent statistics, 32–33
- Responsibilities for BICCs, 30
 - checklist of, 40–45
- Retail industry, BI benefits to, 99
- Return on investment (ROI), 8
- Revenue and BI use, 16, 18
- Review of BICCs, 156
- Review of individual abilities, 83–84.
 - See also* Training
- RFPs (requests for proposals), 85
- Risk reduction, 11
- Road map for implementing BI infrastructure, 133–136
- ROI (return on investment), 8

- Roles within BICCs, 63–73, 181–185
 - advanced analytics, 68–69
 - BI delivery, 68
 - Business Intelligence Program, 63–71
 - business roles, 71, 181–182
 - data acquisition, 68
 - data stewardship, 64–65, 66–67
 - external support roles, 72
 - IT roles, 71, 182–185
 - vendor contracts management, 68

S

- SAS Information Evolution
 - Assessment, 114–115. *See also* Information Evolution Model
- SAS knowledge management initiatives, 103
- Scalability of infrastructure, 128
- Scope of BI responsibilities, 30
 - checklist of, 40–43
- Scope of BI usage, 18–20
- Security, as performance metric, 94
- Service desk, 44. *See also* Support
- Service life, as performance metric, 94
- Setting up BICCs, 144–156
- Sharing knowledge, 11–12, 79, 84
 - common metadata, 127
 - infrastructure for, 129–130
- Silos, information, 7–8
- Size:
 - of BICC, 28
 - of organization, 18–20
- Skills. *See* Employee Skills Database (ESDB); Human capital; Training
- Software. *See also* Infrastructure; Technology

- reduced costs, as performance metric, 96
 - Software effectiveness, 24–26
 - Software questions, 22–23
 - Software vendors. *See* Vendor contracts management
 - South Africa, case studies in, 166–167, 170–171
 - Speed of decision making, 95–96
 - Stability, vendor, 158–159
 - Staffing. *See* Human capital
 - Staff productivity, as performance metric, 94
 - Standards-based infrastructure, 128–129
 - Statisticians, 68–69
 - Storage of data, 7
 - Storage of intelligence, 6
 - infrastructure for, 129–130
 - Strategy:
 - assessing, 144–146
 - buy-in of, 146–148
 - challenges of, 8–9
 - change factors, 114–115
 - defining BI strategy, 57–59
 - Structural change, 111–112
 - Subscription-based billing models, 93
 - Success metrics for BICCs. *See* Performance metrics
 - Support, 11, 38, 42
 - for change, 112
 - external, 72
 - handling software questions, 22–23
 - infrastructure of, 122–123
 - knowledge processes, 80–81
 - operational systems for, 125–126
 - technical support, 163
 - vendor offerings for, 163
 - Supporting job roles, 71–72
 - Survey on BI planning, 16–34
 - effectiveness of BI, 24–26
 - how BI is used, 17–18
 - metrics for success, 31–32, 93–100
 - needs analysis, 20–22
 - respondent statistics, 32–33
 - software questions, 22–23
 - who uses BI results, 19–20
 - System administration, 44
- ## T
- Tailored business solutions, 132
 - Tangible benefits of BICCs, 95–97
 - TCO (total cost of ownership), 8
 - Technical change management, 44
 - Technical consultants, 65
 - Technical support, 163. *See also* Support
 - Technology. *See also* Infrastructure
 - challenges of, 7–8
 - correcting patchwork of tools, 135
 - getting full value of, 10
 - handling software questions, 22–23
 - IT performance as metric, 94
 - IT roles, 71, 182–185
 - joint venture between business and IT, 174–175
 - reduced costs as metric, 96
 - software effectiveness, 24–26
 - Telecommunications industry, BI
 - benefits to, 99–100
 - Timeliness of data. *See* Data quality
 - ToolPool, 103
 - Tools. *See* Technology
 - Total cost of ownership (TCO), 8
 - Training, 38–39, 43, 69, 176. *See also* Human capital

Training (*cont.*)

- of business users, 72–73
 - certification programs, 162
 - change and, 106
 - completeness of, 161–162
 - customizing, 161–162
 - familiarity with BICC concepts, 113
 - infrastructure of, 124–125
 - knowledge processes, 83–84
 - vendor offerings for, 161–162
- Training consultants, 69
- Transfer of knowledge, 83, 84
- knowledge management, 100–103
- Transition stage (change management), 110–111

U

- Uncertainty about change, 110–111
- Upgradeability, as performance metric, 94
- User challenges, 9
- User group support, 163
- Users. *See also* Support; Vendor contracts management
- customer commitment (vendors), 159–163
 - infrastructure for diversity of, 130–131
 - internal marketing and user group support, 163
 - number of, as metric, 95
 - training, 72–73
- Utilities industry, BI benefits to, 97–98

V

- Validity of data. *See* Data quality
- Value, ongoing, 176
- Vendor contracts management, 39–40, 43
- core roles for members, 68
 - global reach, 158
 - infrastructure of, 125
 - knowledge processes, 84–85
 - offerings for support, 163
 - offerings for training, 161–162
 - organizational reach, 158
 - vendor commitment, 159–163
 - vendor expertise, 160
 - vendor publications, 159
 - vendor stability, 158–159
 - working with vendors, 156–164
- Versatility, as performance metric, 94
- Virtual BICC, 90–92
- Vision, 107, 174–175

W

- Warehouse architects, 66–67
- Warehouse consultants, 68
- Workers. *See* Human capital
- Work groups, 103

Y

- Yellow Pages system, 103