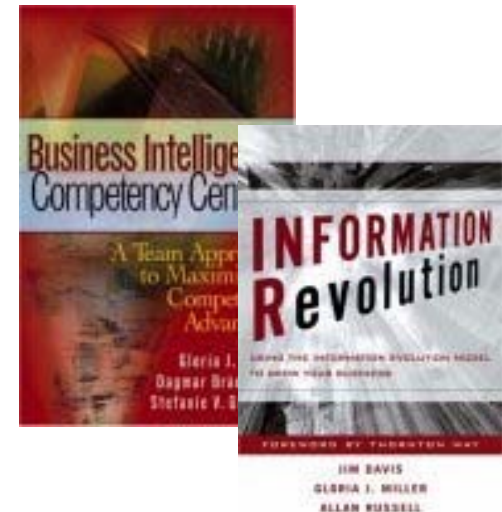


# The Role of the BI Competency Center in Maximizing Organizational Performance

Gloria J. Miller  
Dr. Andreas Eckert

MaxMetrics GmbH  
October 16, 2008



# Topics

- The Role of the BI Competency Center
- Responsibilities within the BICC
- Case Study
- BICC Survey
- Next Steps

# Topics

- The Role of the BI Competency Center
- Responsibilities within the BICC
- Case Study
- BICC Survey
- Next Steps

# Business Intelligence

“Business intelligence is the **use of information** that enables organizations to best decide on, measure, manage and optimize performance to **achieve efficiency and financial benefit.**”  
(Gartner, 2006)

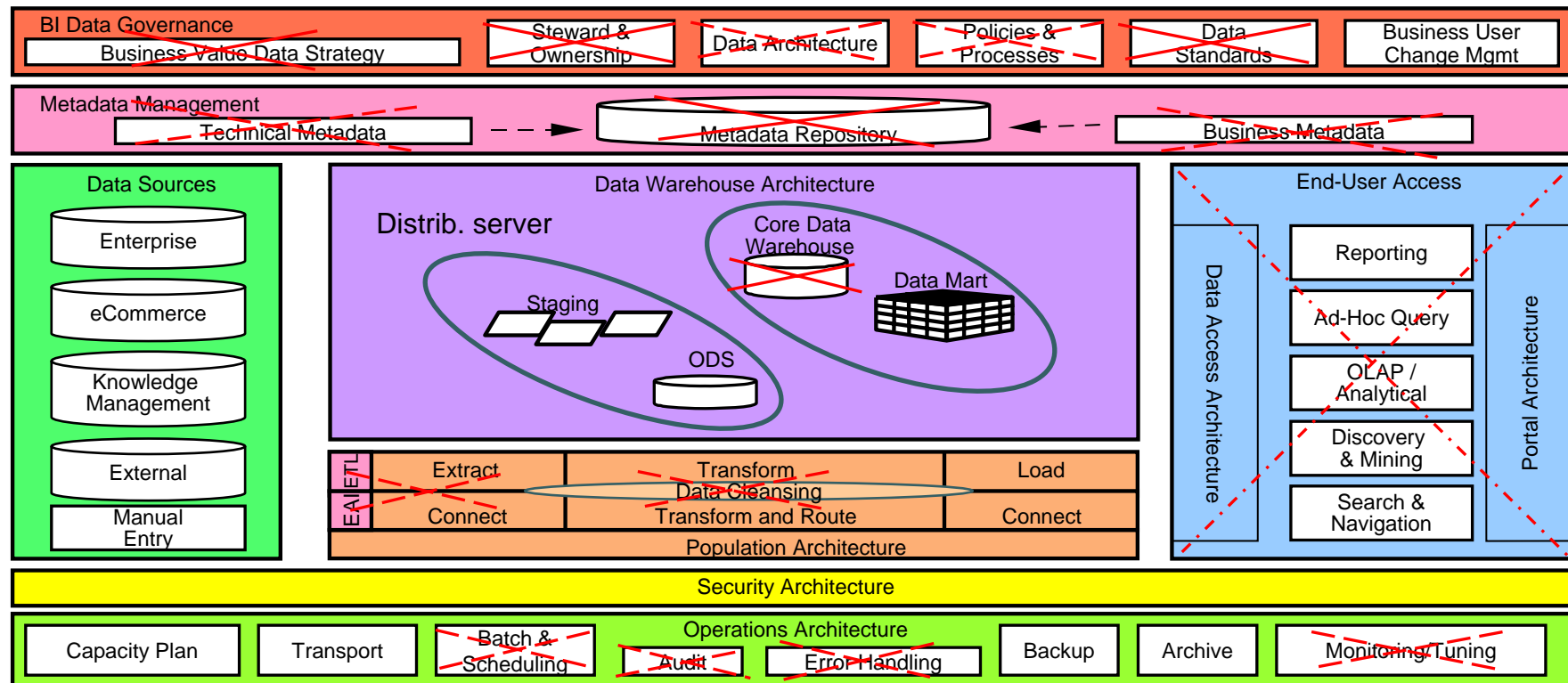
“BI describes a set of concepts and methods to **improve business decision making** by using **fact-based support systems.**” (Powers, 2003)

# The BI Competency Center is a



1. central or virtual
2. cross-functional **team** (business, IT, analyst)
3. that is responsible for the **strategy** and effective **use** of BI
4. **across** the organization and to
5. change the mindset of the organizational leaders.

# Exploiting BI by using a BICC Infrastructure & Processes



Partially missing

Often not covered at all

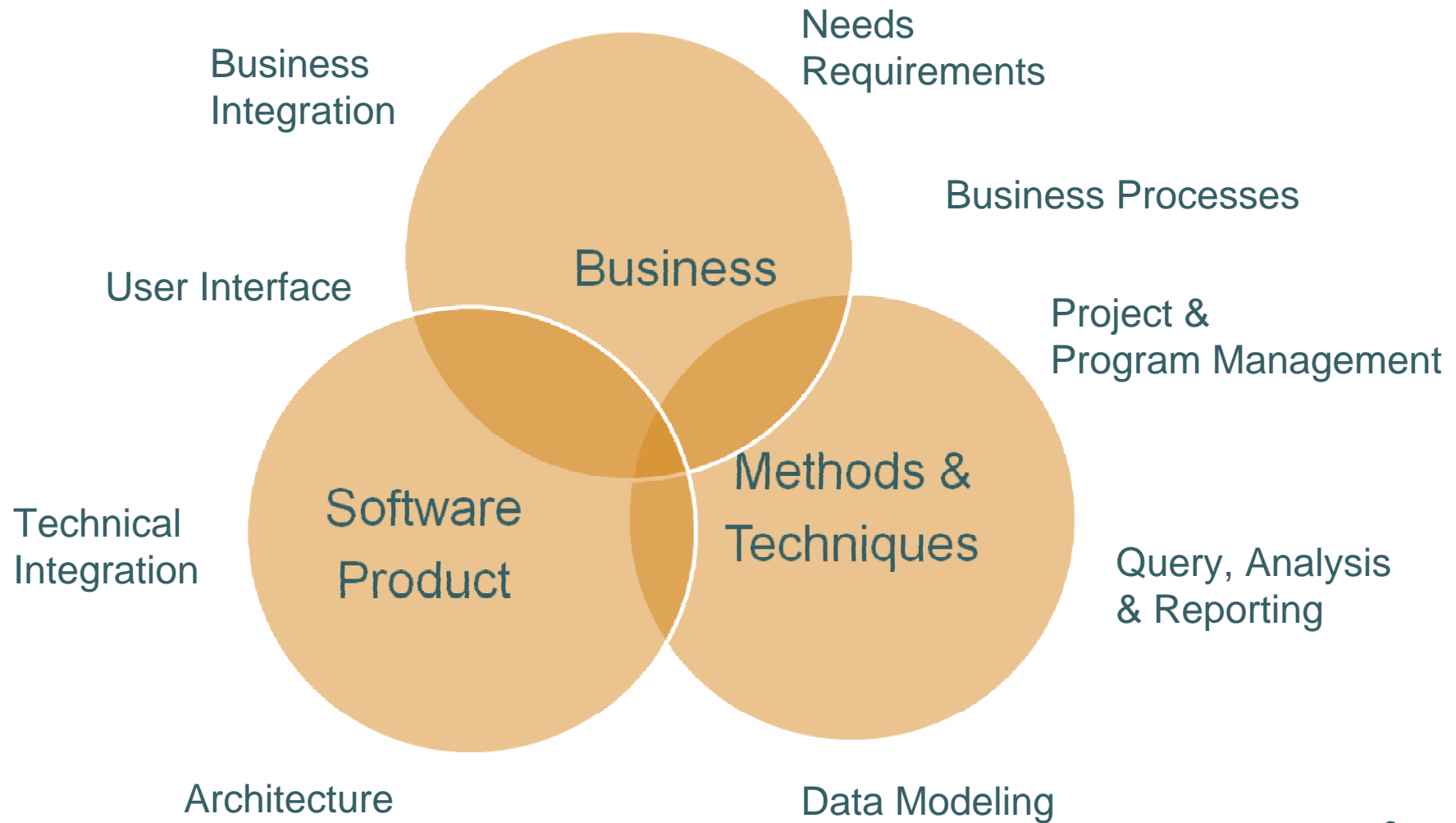
# Exploiting BI by using a BICC

## From project to process orientation

Projects	Processes
Project is driven by an <b>IT implementation</b>	Process is driven by <b>business decision-making</b>
Each request has a <b>start</b> and <b>end</b> date	Request are issued <b>on-going</b> and serviced until completion
People are <b>temporarily</b> assigned for duration of the project	People <b>permanently</b> available as long as function exists
Performance is measured by <b>on-time, on budget</b> delivery at the right <b>quality</b> (scope)	Performance is measured by meeting <b>service level</b> agreements and <b>benefits realization</b>

# Exploiting BI by using a BICC

## Having the right people



# Exploiting BI by using a BICC

## Changing culture & leadership mind-set

- Cross-organizational information is a must for effective management
- Value is gained through sharing (data, competency, communication)
- Data quality is a business issue
- The value from a coordinated approach (BI + BICC) can be financially beneficial

# Topics

- The Role of the BI Competency Center
- **Responsibilities within the BICC**
- Case Study
- BICC Survey
- Next Steps

# BICC Responsibilities



# Topics

- The Role of the BI Competency Center
- Responsibilities within the BICC
- **Case Study**
- BICC Survey
- Next Steps

# Business Intelligence Competency Center

- Industry
  - Banking
- BICC Mission
  - Get the right information to the right people at the right time
  - Turn data into intelligence that everyone in organization can **trust and use for more effective decision making**
- Reporting lines
  - Reports to Deputy CEO
  - CIO in separate organization

# Main Reasons for BICC kick-off

- Improve the data quality and information consistency
- Build the common data dictionary and enterprise data model
- Align BI related projects and programs (CRMS, DWH, ALM,...)
- Coordinate the demand management in information processing
- Support of new Customer Intelligence Initiative
- Regulatory and Compliance requirements (MIFID, Basel 2,...)

# Responsibility splitting for metadata

Data Warehousing Team

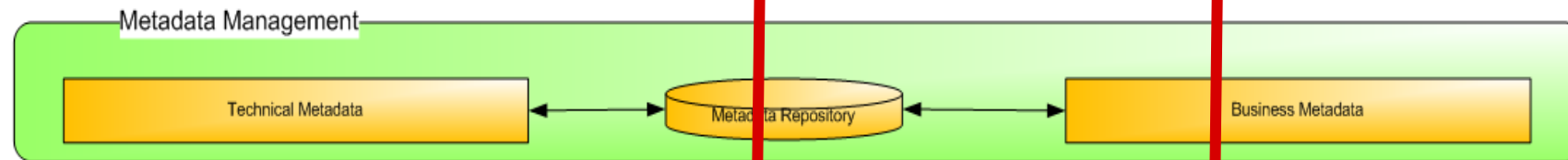
BICC

Business Units

Normalized Layer

Aggregation Layer  
Business Rules

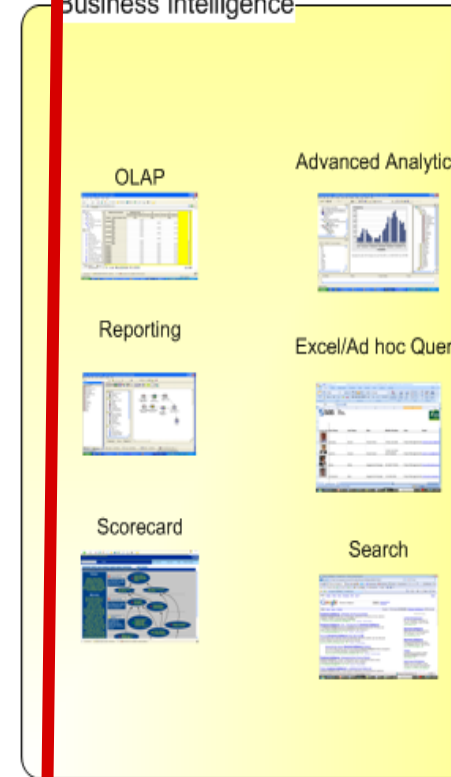
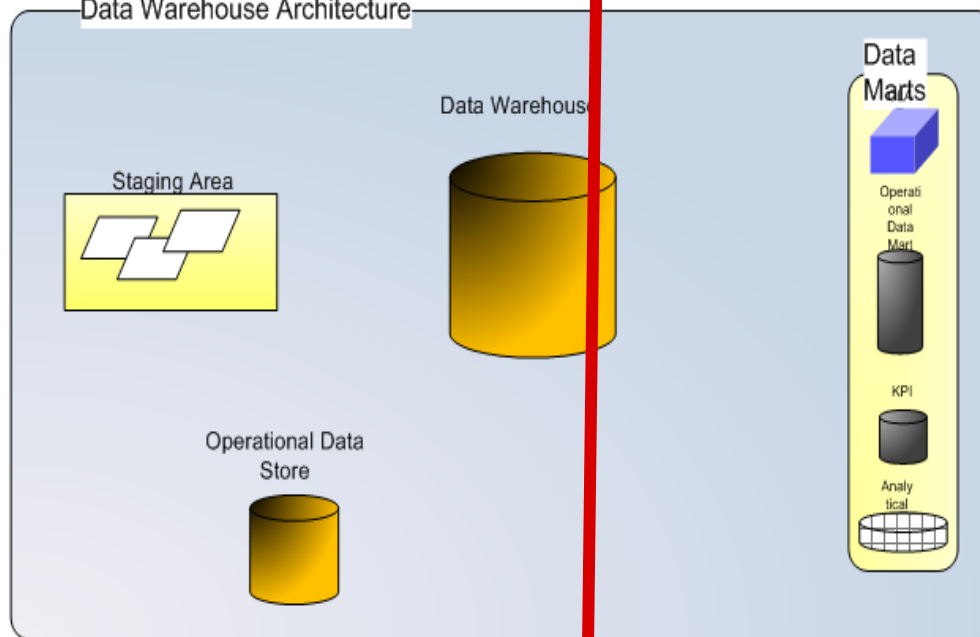
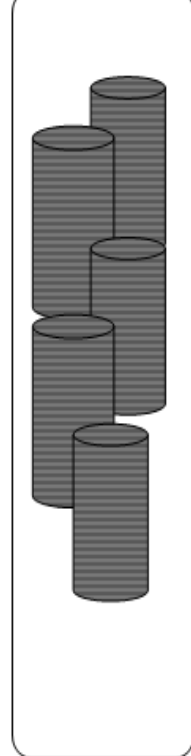
Reports & Analysis



Source Data

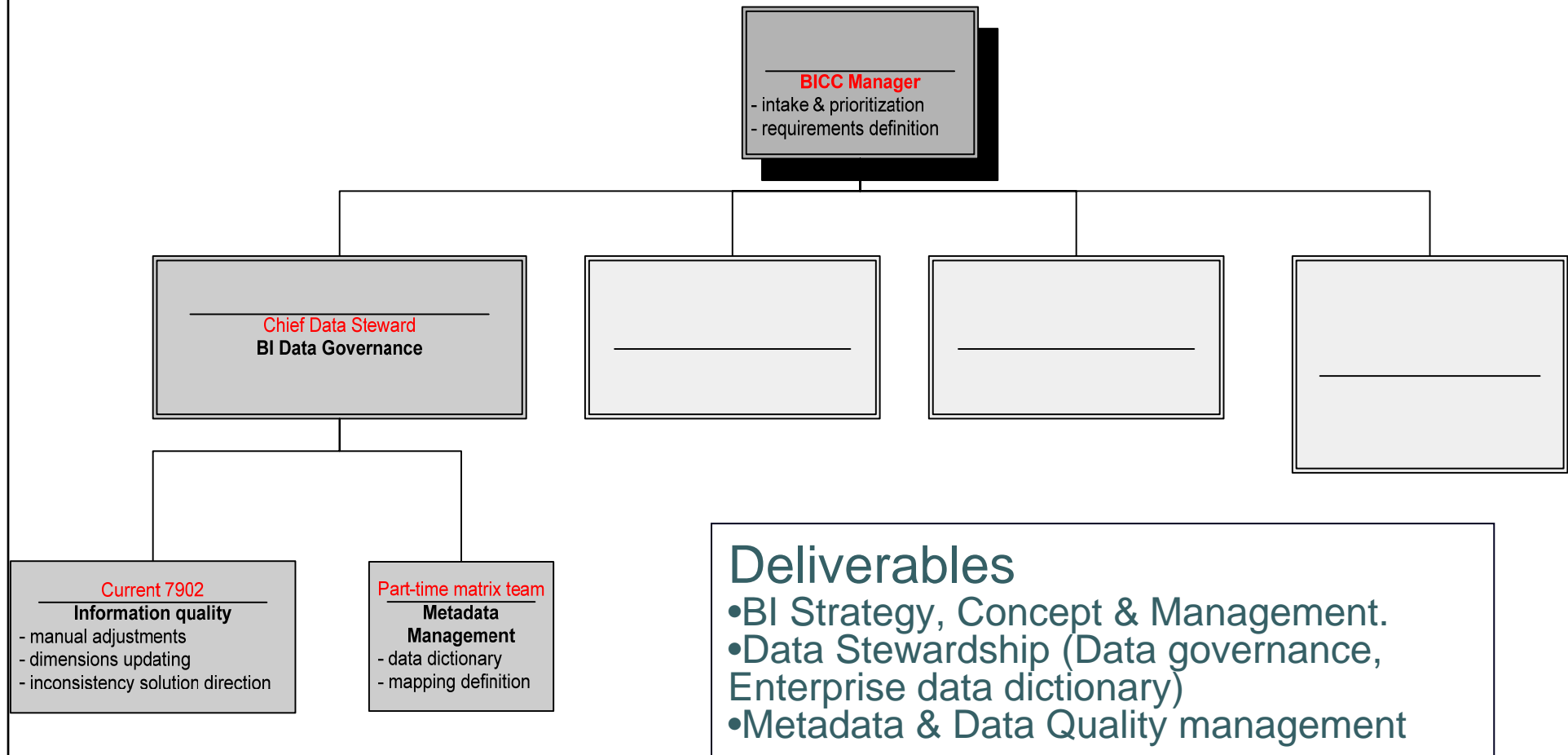
Data Warehouse Architecture

Business Intelligence

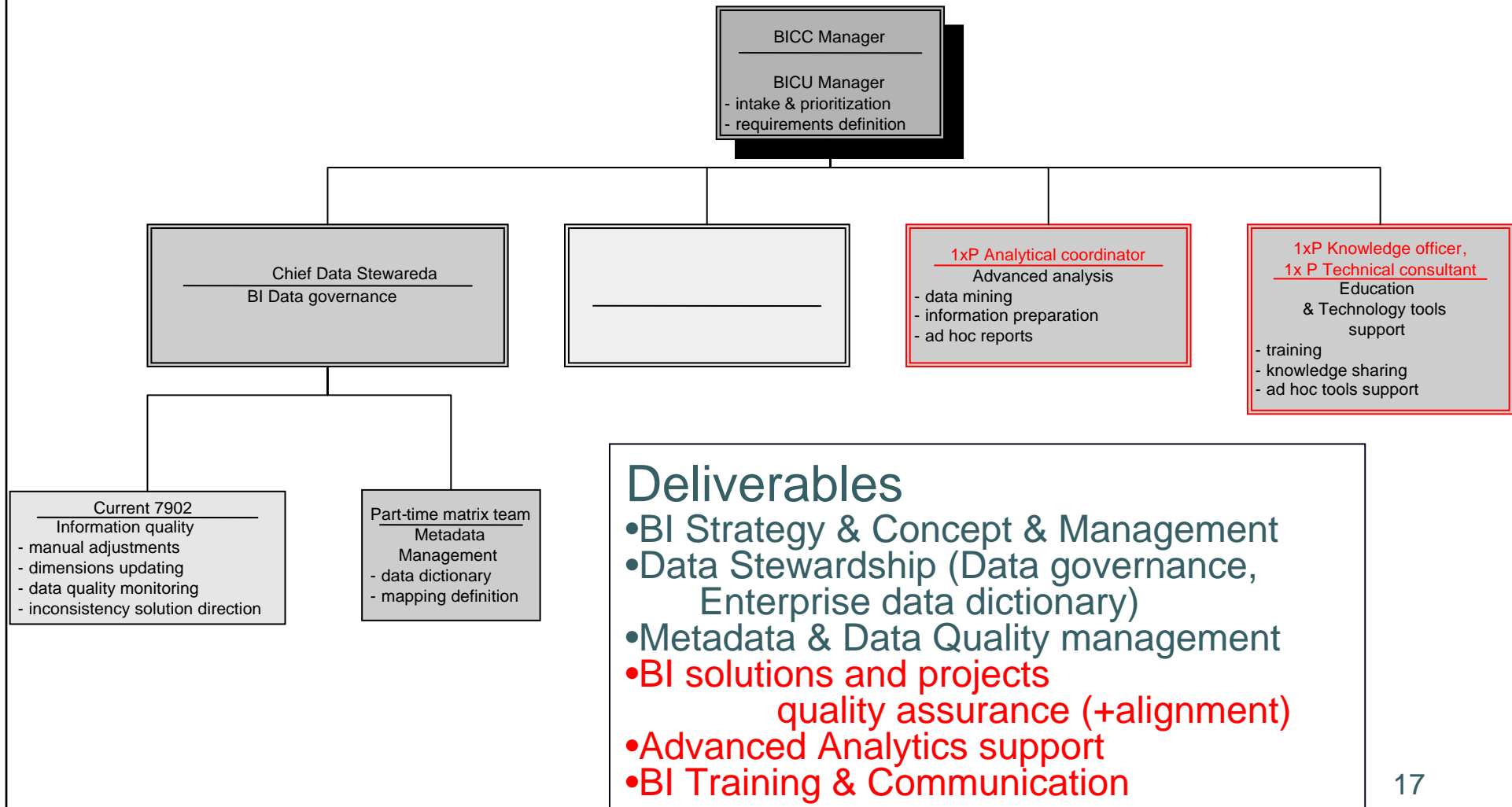


Population Architecture

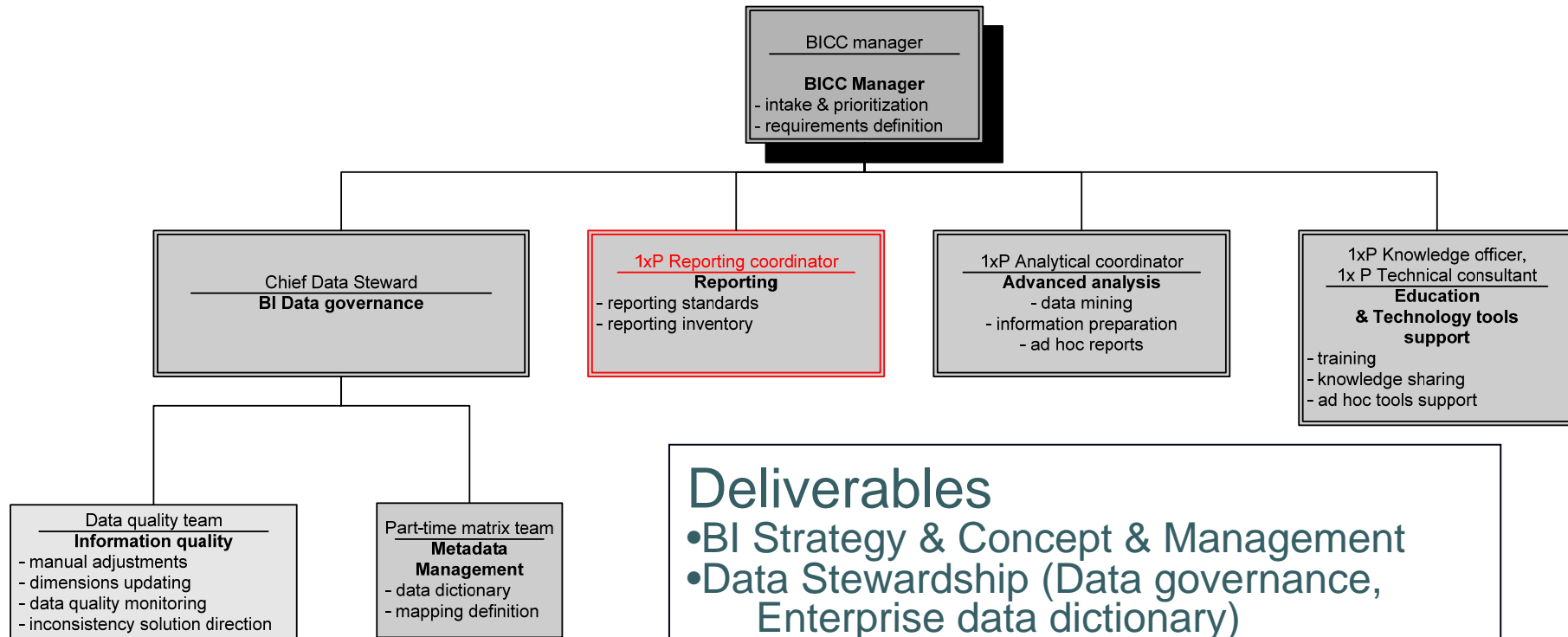
# BICU Org. Chart Step 1



# BICU Org. Chart - Step 2



# BICU Org. chart - Step 3



- ## Deliverables
- BI Strategy & Concept & Management
  - Data Stewardship (Data governance, Enterprise data dictionary)
  - BI solutions and projects delivery & Quality Assurance
  - Metadata & Data Quality management
  - Training & Communication
  - Advanced Analytics support team
  - Reporting support team coordination

# Topics

- The Role of the BI Competency Center
- Responsibilities within the BICC
- Case Study
- **BICC Survey**
- Next Steps



## The Modern BI Organization

Results from a global internet survey across 50 countries and 30 industries augmented with executive interviews

May 2008

Gloria J. Miller, Maxmetrics & Dr. Thomas D. Queisser, Troy University



# Benefits of the BICC

Organizations with BICCs or similar entities had several positive results in common:

- BI usage at all organizational levels
- BI used in making corporate, business, and functional decisions
- Using more advanced BI capabilities
- Better, more accurate forecasting and predicting
- Standard, repeatable decisions
- Business users are more satisfied
- IT and business functions are better aligned to deliver solutions that support the business
- Lower cost of ownership for BI software
- Improved financial performance

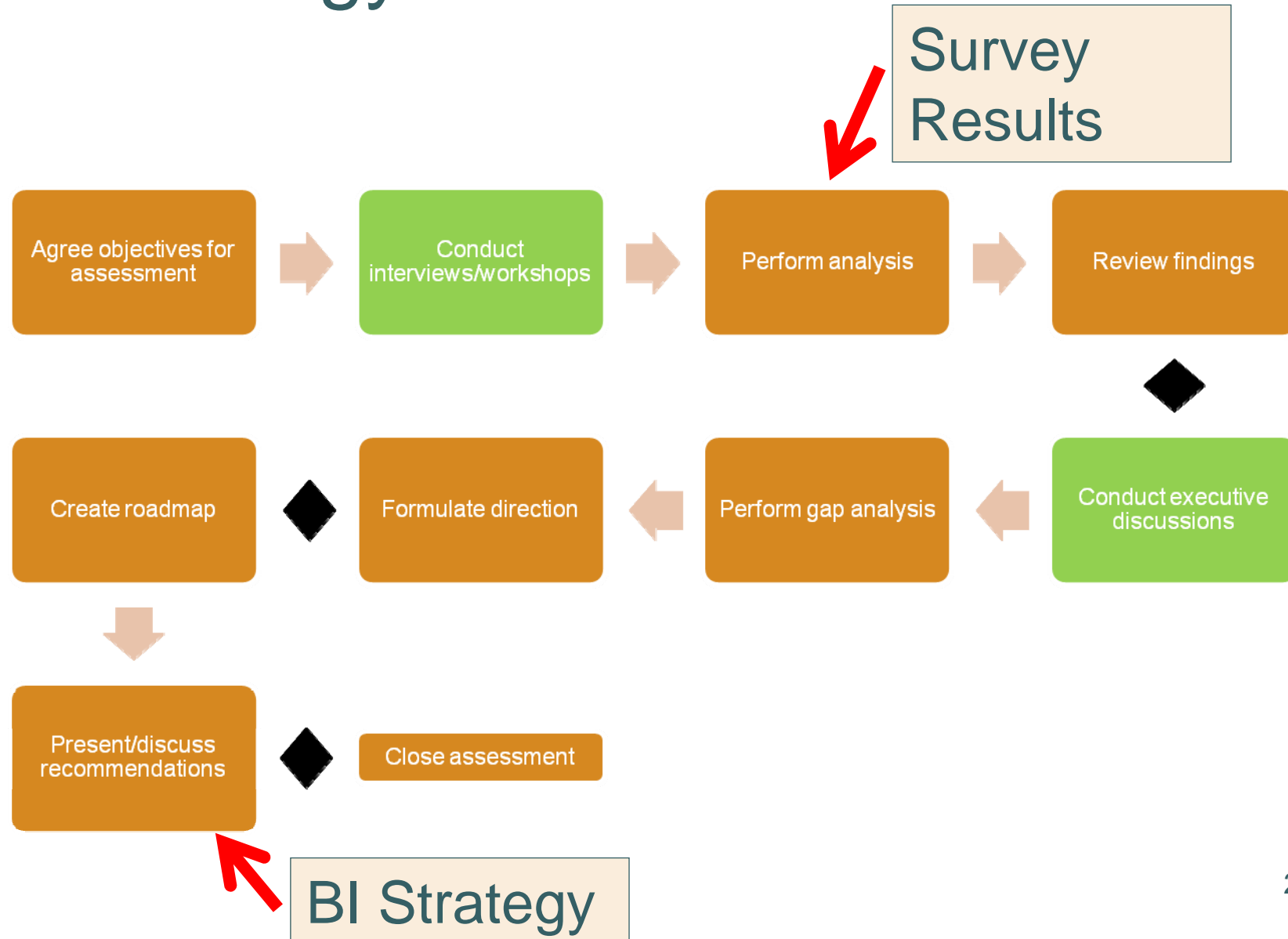
# Topics

- The Role of the BI Competency Center
- Responsibilities within the BICC
- Case Study
- BICC Survey
- **Next Steps**

# Some Best Practices -- Getting started with a BICC

- Talk to executives: what makes it important to them?
- BICC has to be initiated from the executive level
- Assign a business-oriented BICC Manager
- Communicate with all levels of people – staff, business units, executives
- Define structure, responsibilities to fit organizational situation
- The BI Platform matters – breath, depth – great fit for SAS
- Deploy standards to simplify IT infrastructure
- Ensure shared accountability in business metrics between business units, IT, and BICC
- Include business, IT, and executives in governance processes

# BI Strategy Assessment



Thank you!