Key Elements of a BI/DW Strategy

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Quick Survey

Who has a formal BI Strategy?

Who had external assistance in developing it?
Quick Survey (Cont.)

Whose BI Strategy includes a DW?

Whose BI Strategy is just a DW?

Does anyone’s include PM?
What Does BI Mean to You?

- Often viewed narrowly
  - Just in terms of a Data Warehouse
  - Or just the use of a BI toolset

- Gartner Definition

  ‘Now, BI is becoming the term to describe the enterprise-wide discipline of using data, analyzing information, making decisions and managing performance’
The Principle

BI is all about providing people with the information they need to do their jobs more effectively.

Note: Generally referring to information obtained from electronic sources (eg. IT Systems)
The Principle (Cont.)

- A wide range of BI services needs to be provided to meet a wide range of BI requirements
- For example, a Data Warehouse is not an appropriate platform for all purposes
- Therefore a BI strategy is incomplete if it relies entirely on a Data Warehouse to deliver to the requirements
- However, a DW is best placed to meet certain BI requirements
Applying the Principles

- Why would you limit your ability to apply the principles with a restrictive BI strategy?
- A BI strategy should incorporate more than a Data Warehouse or BI tools alone
- It needs to be more holistic and often includes more than a DW and BI tool
- This presentation is in the context of the wider BI definition
Why You Need a Strategy

To outline how a BI initiative will help your organisation achieve its strategic, tactical and operational goals.

A BI initiative is of no strategic use if it is not driven by the objectives of the organisation.

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Why You Need a Strategy (cont.)

- To help ensure the success of the BI initiative
- To obtain ‘buy in’ from stakeholders
  - Especially the Senior Executive
- Ensure an ‘enterprise-wide’ perspective
- Establish governance / oversight
- Outline the expected benefits
- Assist in creating the Business Case(s)
- To outline a plan for implementation
- Recognise the importance of information as an asset
Components of a Strategy

- Determine the Future Information Needs
- Document the Current Situation
- Devise an Implementation Plan
Components of a Strategy (Cont.)

In Current and Future states, assess:
- The information needs
- Processes and Structure
- Systems and Technology

So that the Transition Plan can specifically address these areas
Begin by Setting the Business Context

- Specify
  - The background to the initiative
  - High level scope and objectives
    - What is intended to be achieved
    - The intended coverage of the strategy
      - should be enterprise-wide
    - Success measurement
  - High level business drivers
    - The need for BI
    - The link to the broader organisation strategy
Begin by Setting the Business Context (Cont.)

- Specify (cont.)
  - The reasons for, and methodology of the BI Strategy
    - How the strategy will achieve the articulated objectives
  - Identify the Stakeholders
Current State

- Discuss and document the current users and uses of information as identified by the Stakeholders
- Discuss and document the current processes and structure for managing and using information
  - Highlighting issues / pain points
- Discuss and document the current Systems and Technology utilised
  - Highlighting issues / pain points

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Future Information Needs

- Discuss and document the needs as identified by the Stakeholders
- Suggest appropriate Processes and Structure
- Suggest appropriate Systems and Technology
- How BI fits into the broader IT strategy
Transition Plan

- Plan for getting from current to desired future state
  - ie. define a set of projects to undertake
  - Look to establish governance and other processes
  - Set the conceptual and physical architecture
  - Establish the infrastructure
  - Begin developing information delivery projects

- Needs to incorporate:
  - Information needs
  - Processes and structure
  - Systems and technology
Processes and Structure

Incorporating:

- Methodologies utilised
  - Project management
  - Development
  - Change management
  - Service types & levels
- Organisational structure
  - BICC
  - Roles and responsibilities
- Skills / training
- Governance / stewardship
- Funding

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Systems and Technology

Incorporating:
- Conceptual architecture
- Software
- Technical architecture
- Data sources
Scope of BI

BI can benefit many types of business processes

- Strategic
- Tactical
- Operational
Scope of BI (Cont.)

Strategic
- Often involves dash-boarding / score-carding
- Aimed at senior management / executive level
- Often for tracking / monitoring KPIs
  - Eg. Actuals vs Targets vs Forecasts
- Setting strategies / plans (Performance Management)
- Longer-term focus – trend analysis
Scope of BI (Cont.)

Tactical
- Often involves summary reporting
- Aimed at senior management / management level
- Often for tracking / monitoring KPIs
  - Eg. Actuals vs Targets vs Forecasts
- Shorter, medium or longer term focus
Scope of BI (Cont.)

Operational
- Usually involves detailed reporting
- Aimed at operator / team leader level
- Often for tracking / monitoring operational tasks
- Short-term focus
BI Functionality

- Standard reporting
- Ad Hoc reporting
- Ad Hoc analysis
- Dash-boarding / score-carding
  - Incorp. Performance Management
- Event management / notifications
BICC

- Best practice for implementing the BI strategy & providing BI capability
- Specialised operational team dedicated to developing & maintaining BI
- Incorporates all BI tasks (incl. DW)
- Provides support & training
- Employ best practice methodology / standards
- Expert use of a ‘standardised’ toolset
- Encourage use of BI
BI Offerings

- Semantic layer (over transaction system)
  Through to
- Full DW solution
Performance Management

- Fairly recent extension to BI
- Incorporates budgeting / planning / forecasting
- Facilitates better dash-boarding / score-carding
- Requires additional skills & technologies