

# Beating the Downturn with BI & Your BI Tool Strategy



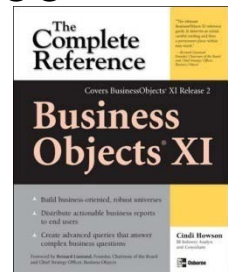
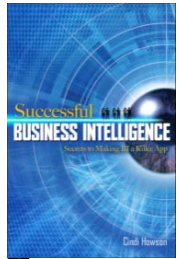
Cindi Howson

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# BIOGRAPHY

- Founder of BIScorecard®, a resource for in-depth BI product reviews
- 15 years experience in business intelligence and management information systems
- Author *Successful Business Intelligence: Secrets to Making BI a Killer App*
- Author *Business Objects XI: The Complete Reference*
- Teach for The Data Warehousing Institute (TDWI)
- Write and blog for *Intelligent Enterprise* and the *Business Intelligence Network*
- Led decision analytics practice at Deloitte & Touche in Houston, TX
- BI Standards Leader for Fortune 500 company
- MBA from Rice University



# Difficult Economy

**3.6 Million Jobs Lost Last Year**

**Stocks Hit 6-Year  
Low**

**Circuit City Goes  
Bankrupt**

**Chrysler, GM File for Bankruptcy**

# Others Beat the Downturn

**Amazon Posts Best-Ever Quarter,  
Q4 2008 Revenues Up 18%**

**Wal-Mart Recession  
Proof**

**BestBuy Gains  
Market Share,  
Profitable**

**NetFlix Revenues Up 19%**

# Forces for Survival

**PRODUCT**

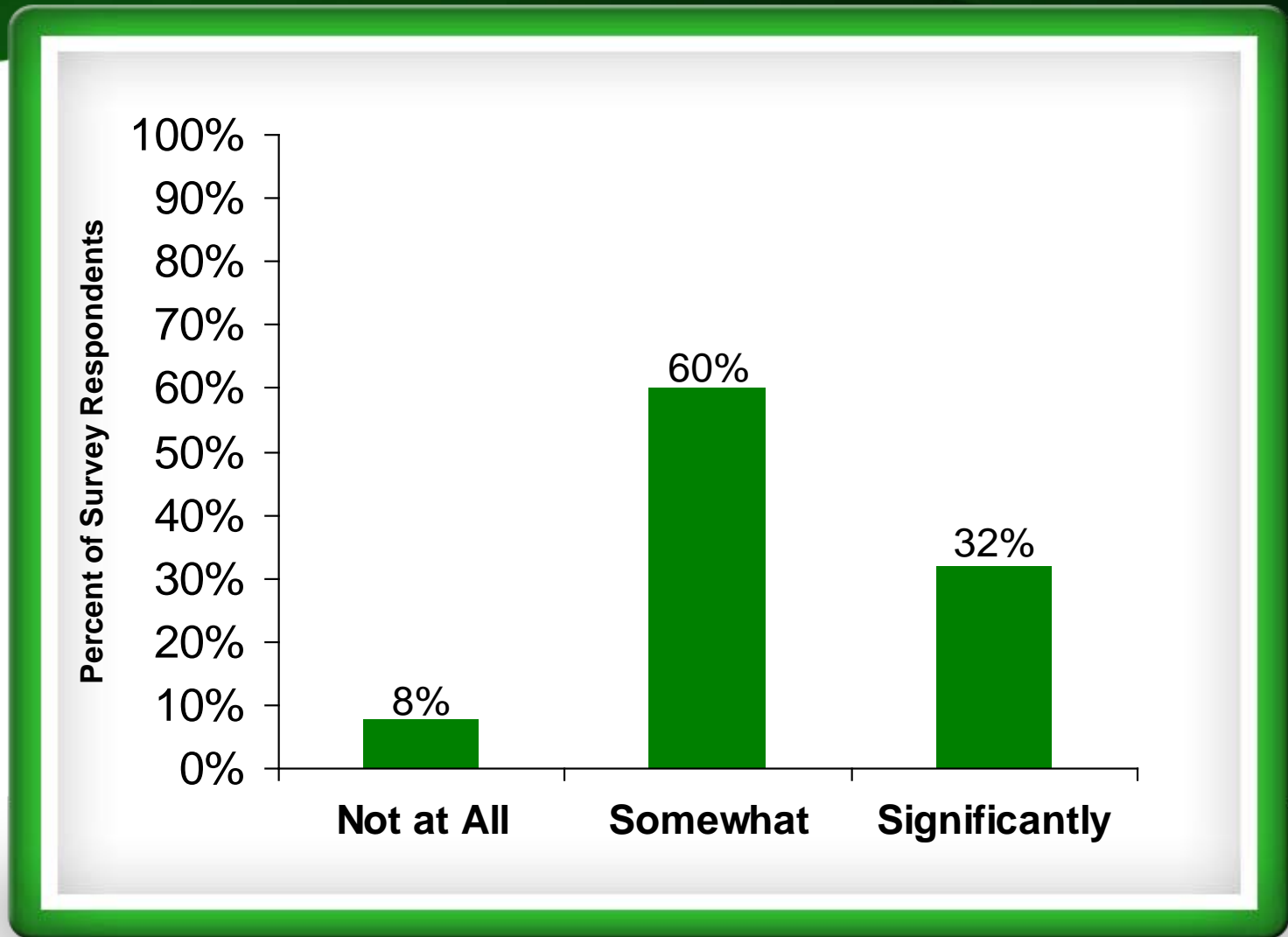
**CUSTOMER  
SERVICE**



**CASH FLOW**

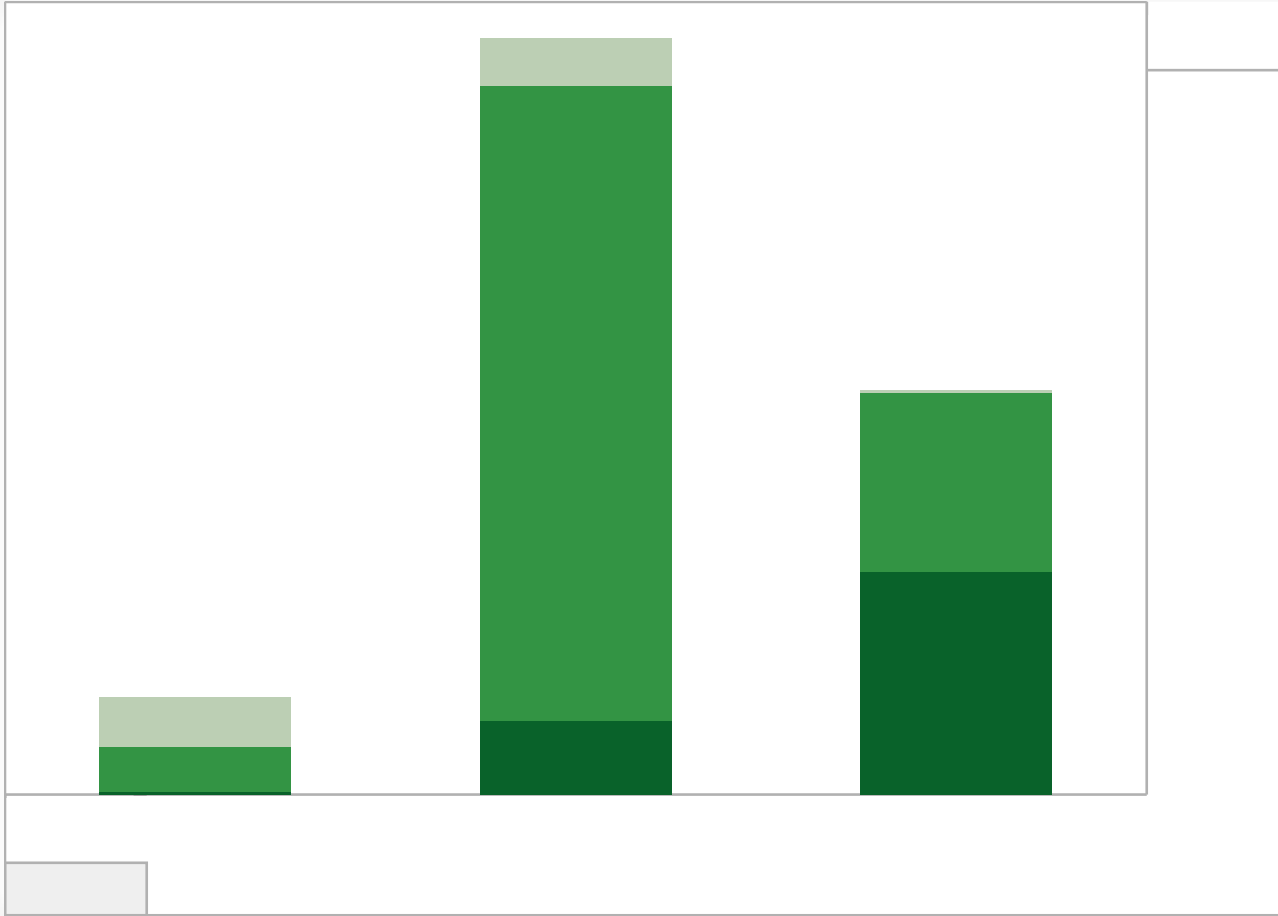
**EFFICIENCY**

# BI's Contribution to Business Performance

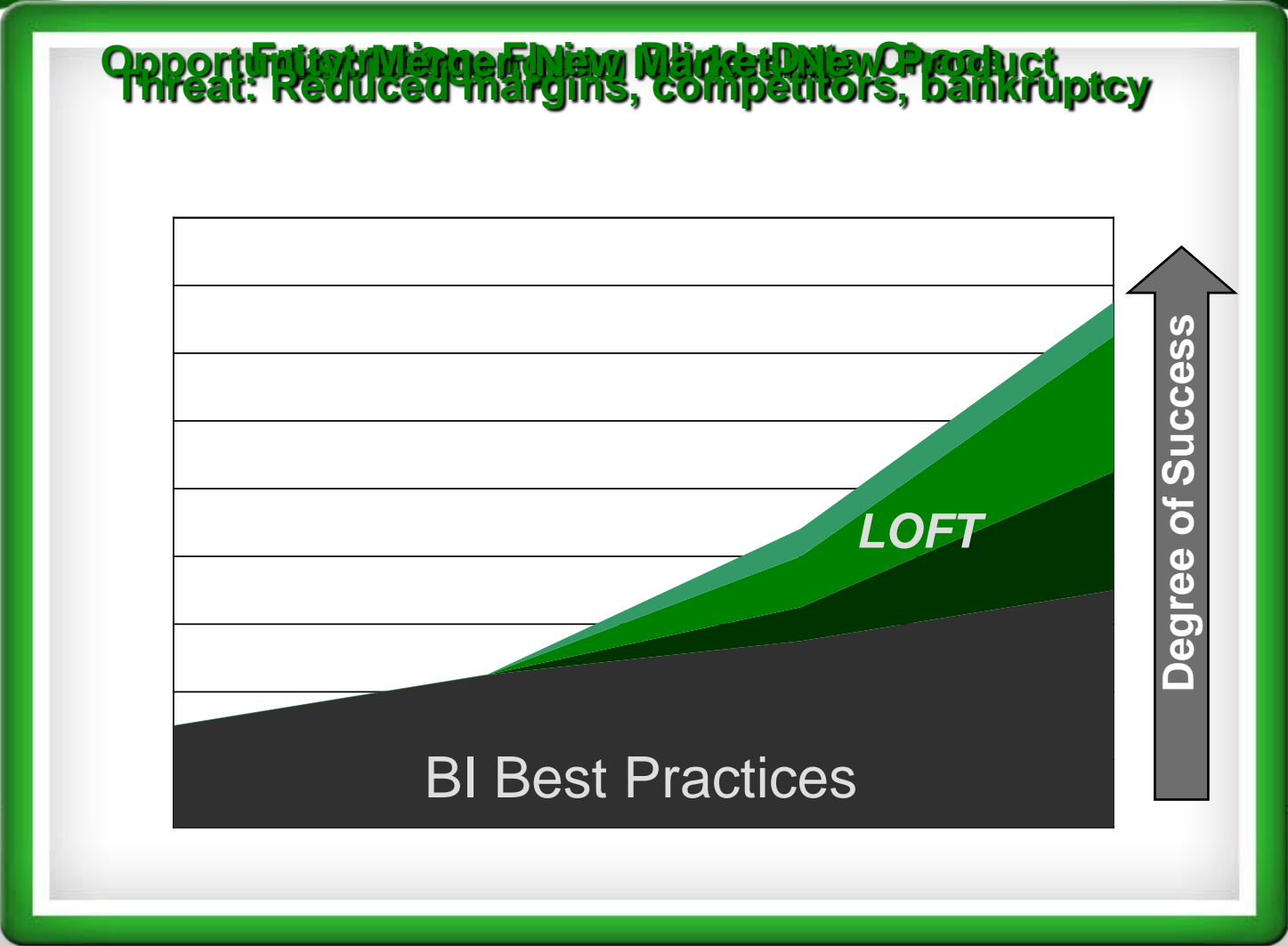


Source: *Successful Business Intelligence (Secrets to Making BI a Killer App)*, 513 respondents

# BI Success & Business Performance



# LOFT Effect (Luck, Opportunity, Frustration, Threat)



# Opportunity & Threat – Emergency Medical Associates



- Medicare payouts declining
- Improve patient care
- Reduce emergency room wait times
- Rising unemployment, more uninsured

# Rethinking Your Product

## *Fast Food Examples*

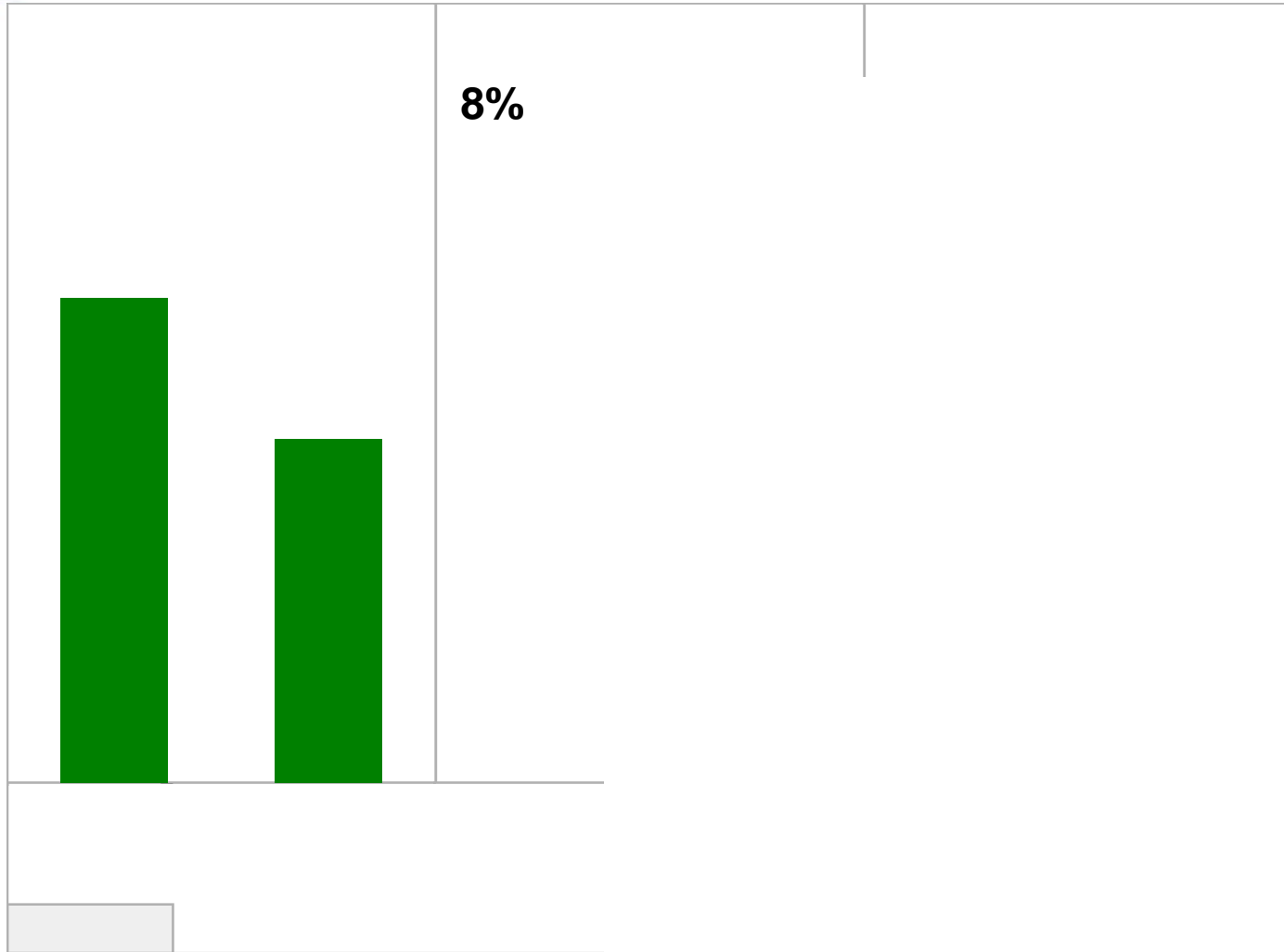


# Rethinking Your “Product” with BI

## ***Give business users reports that show ...***

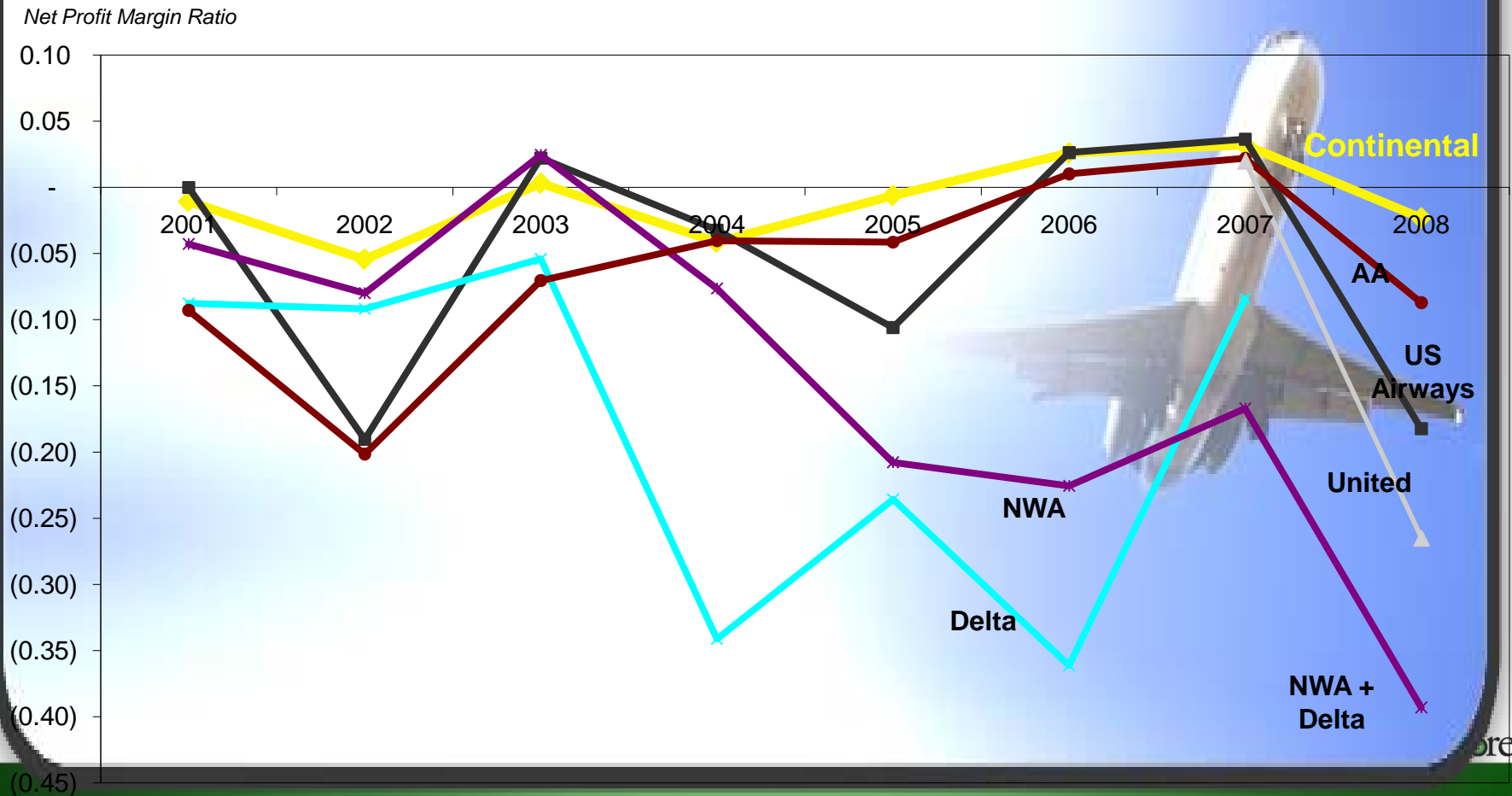
- Top selling products and services
  - Report and query ranking
  - Sort descending and limit the row count
- Most profitable products and services
  - Rank and sort
  - Profit as a universe measure or report calculation
- Product pairings to increase lift
  - Predictive models
- Where, When, and To Whom
  - Give users Drill By
  - Report Tabs

# In a Downturn, It's Survival of the Leanest



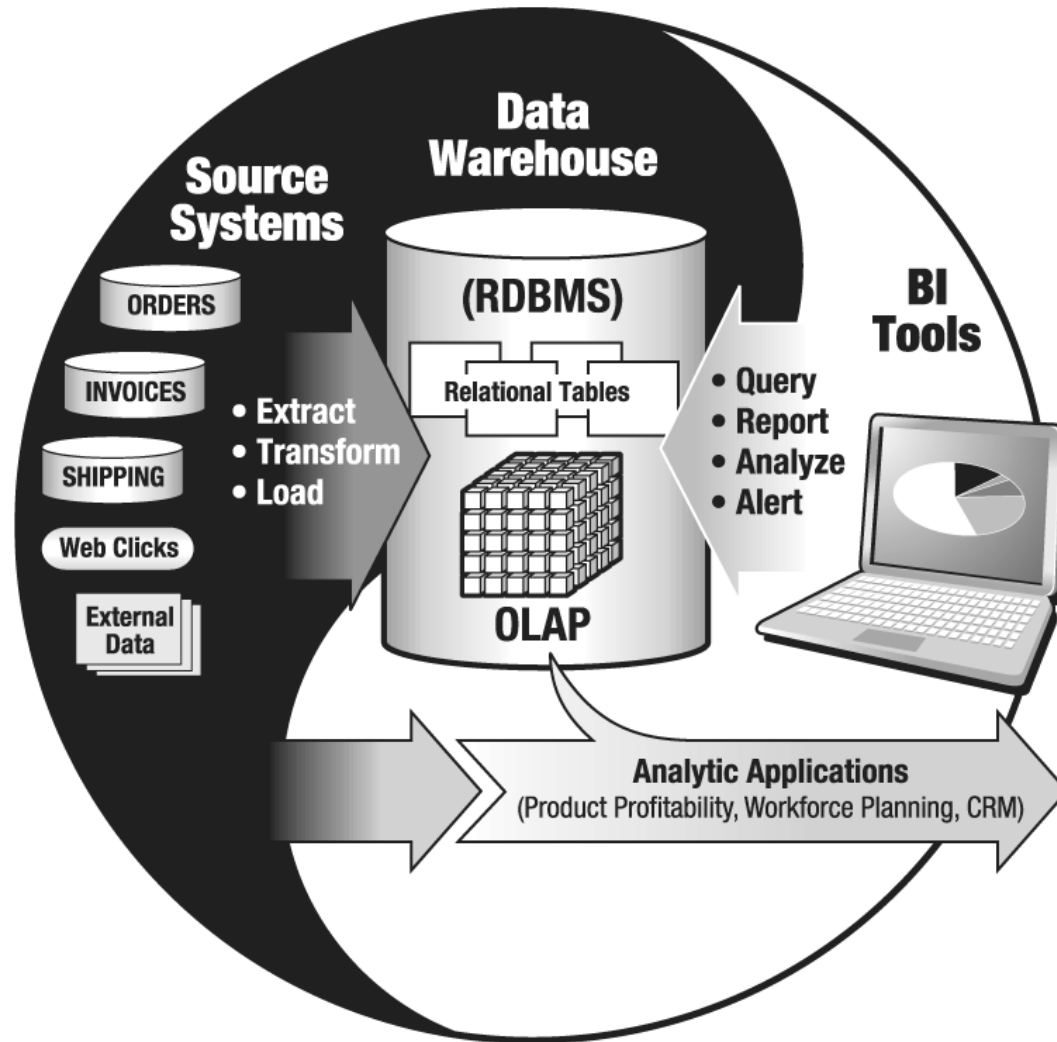
# Survival of the Smartest & Leanest – Major Airlines

## Major Airlines - Net Profit Margin Ratio



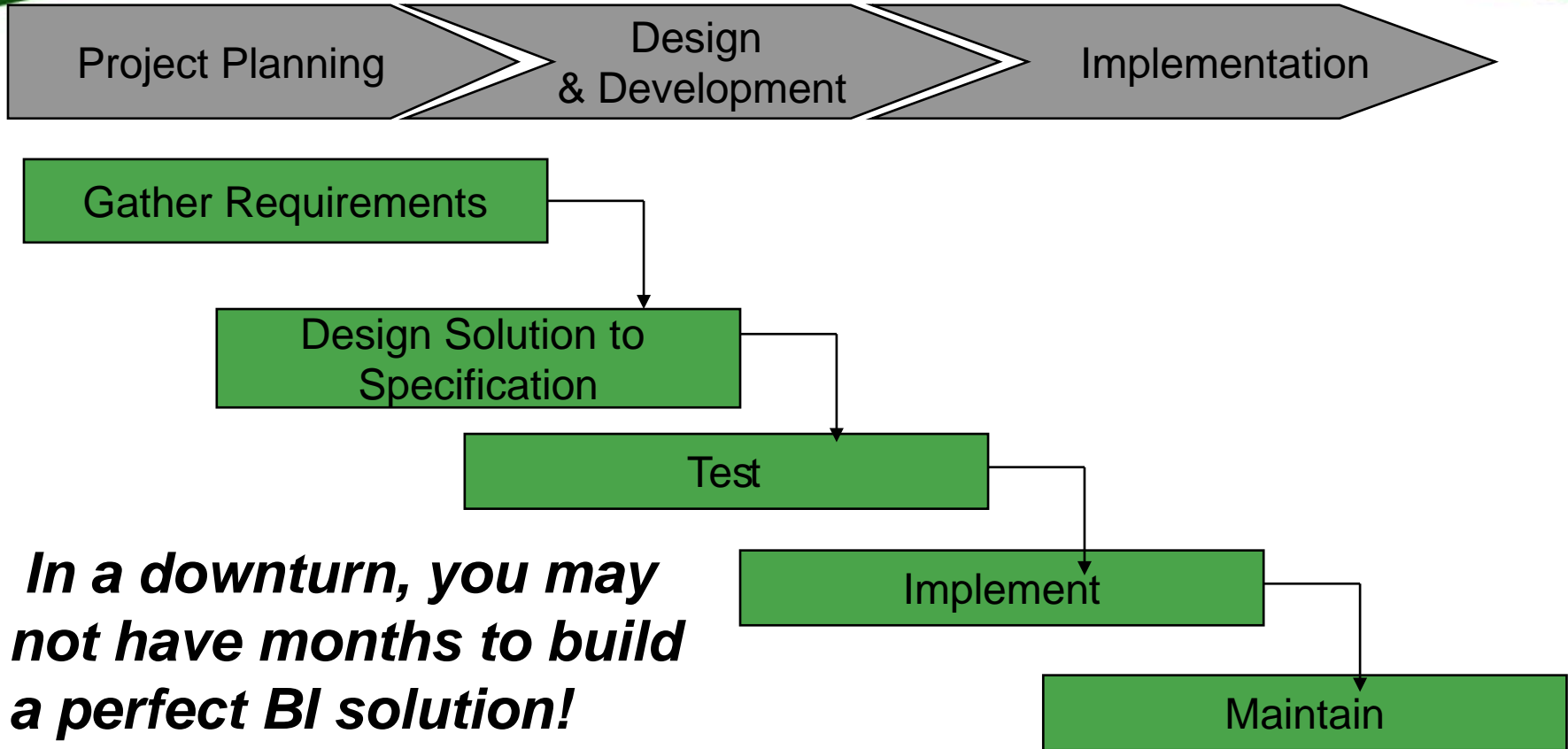
# BI Must Adapt at the Pace of Business

IT Department



Business Users

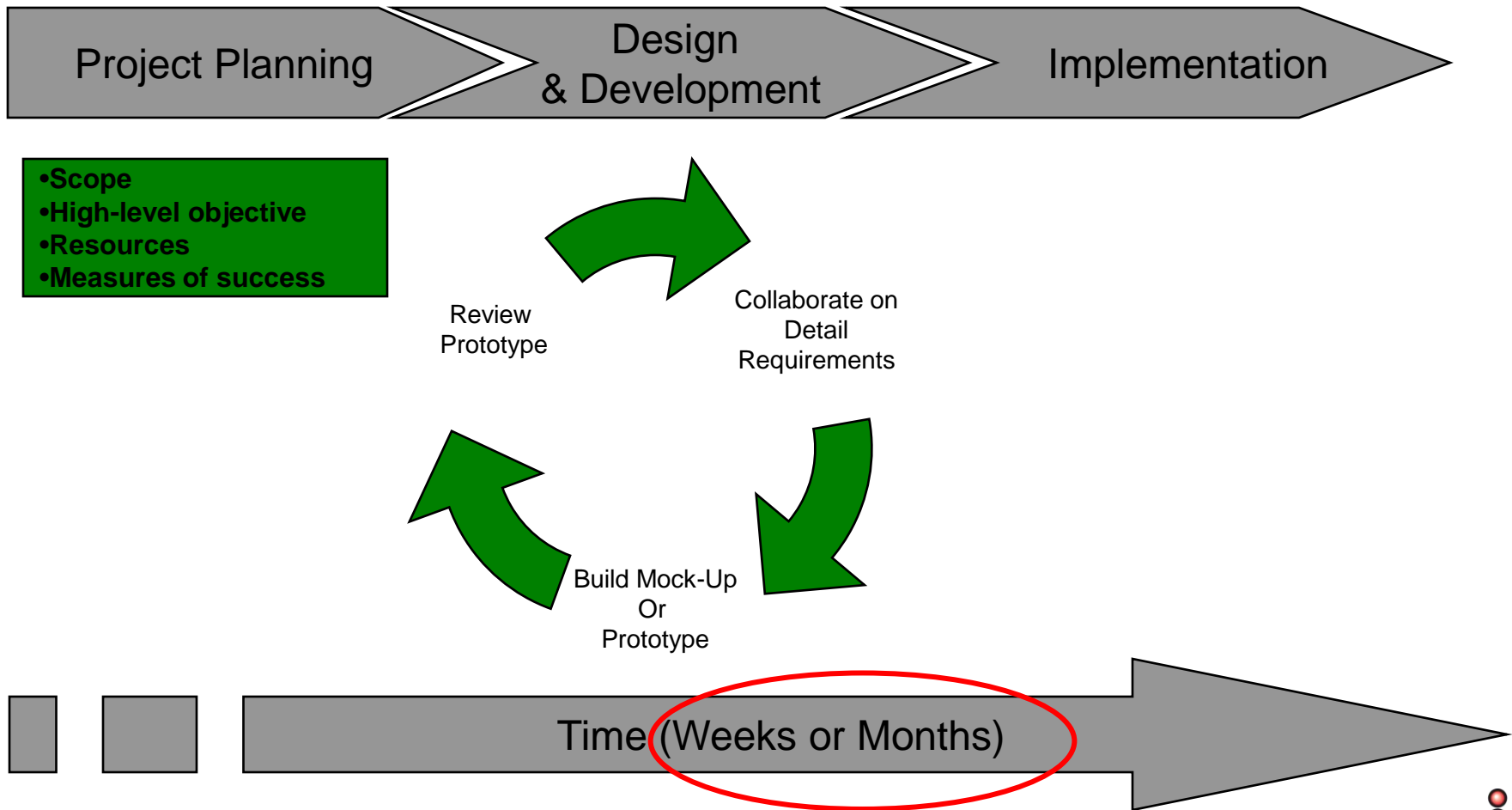
# Traditional Waterfall Project Approach



***In a downturn, you may not have months to build a perfect BI solution!***



# Agile Development for Fast-Paced Business



# Beat the Downturn with BI

- Right product, better customer service, new opportunities
- Reduce cost, improve cash flow, operate efficiently
- ✓ Requires business dialogue
  - Partnership
  - Agile development

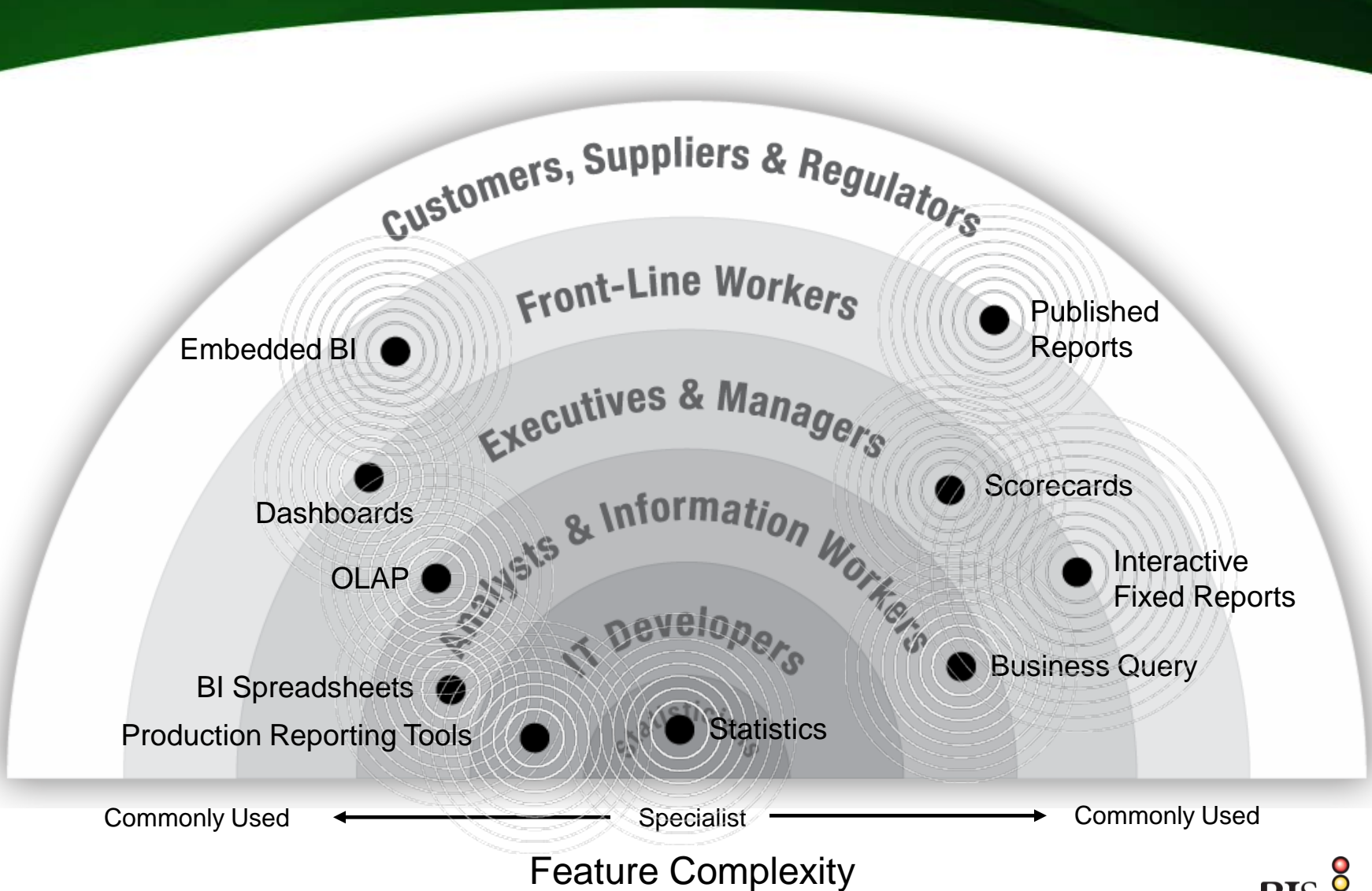


# Part 2: Your BI Tool Strategy

*HAVING A VISION FOR HOW YOUR BI TOOL  
APPROACH CAN BETTER EMPOWER THE BUSINESS*



# Which Users Need Which Tools?

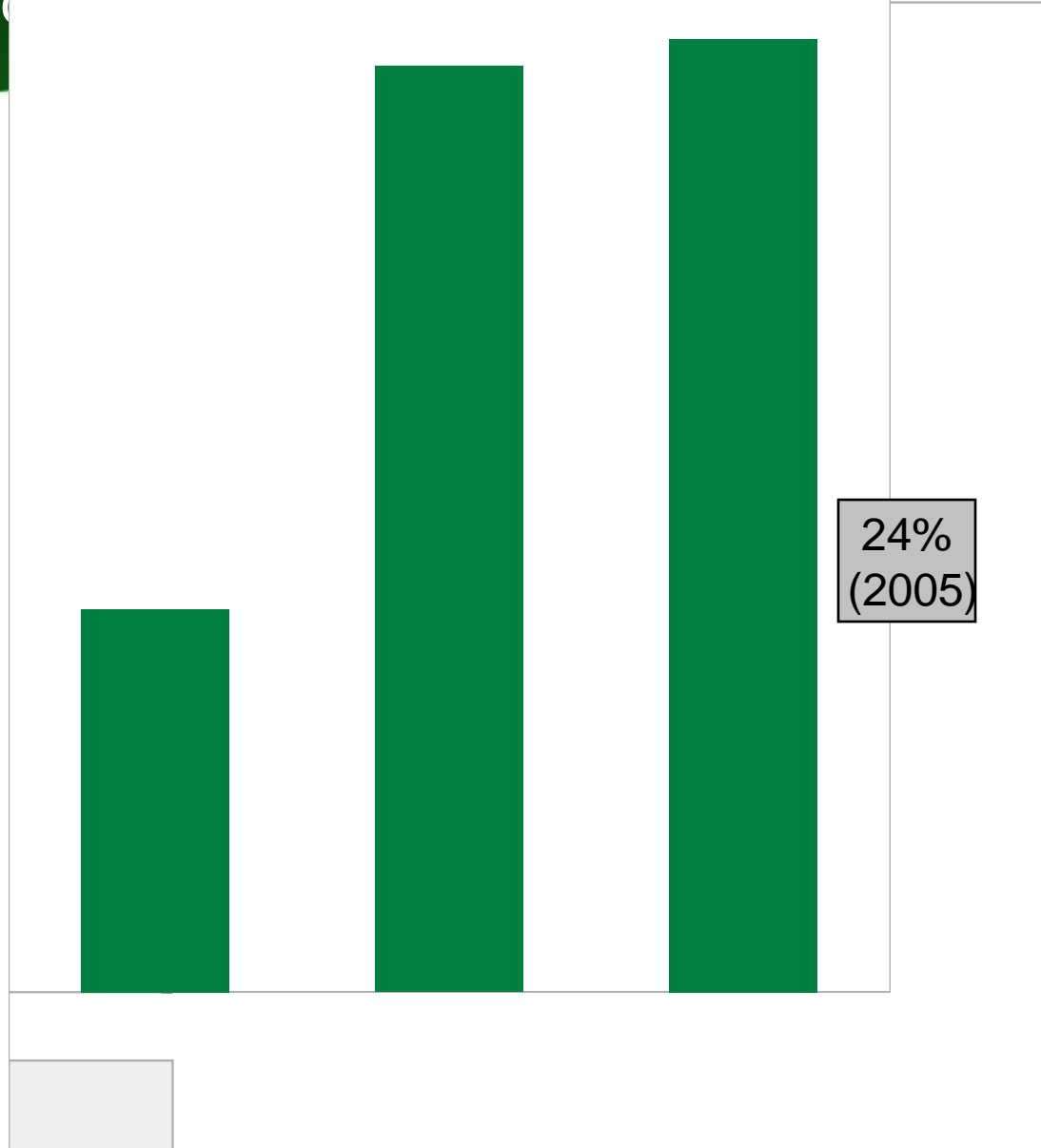


# To Standardize or Not?

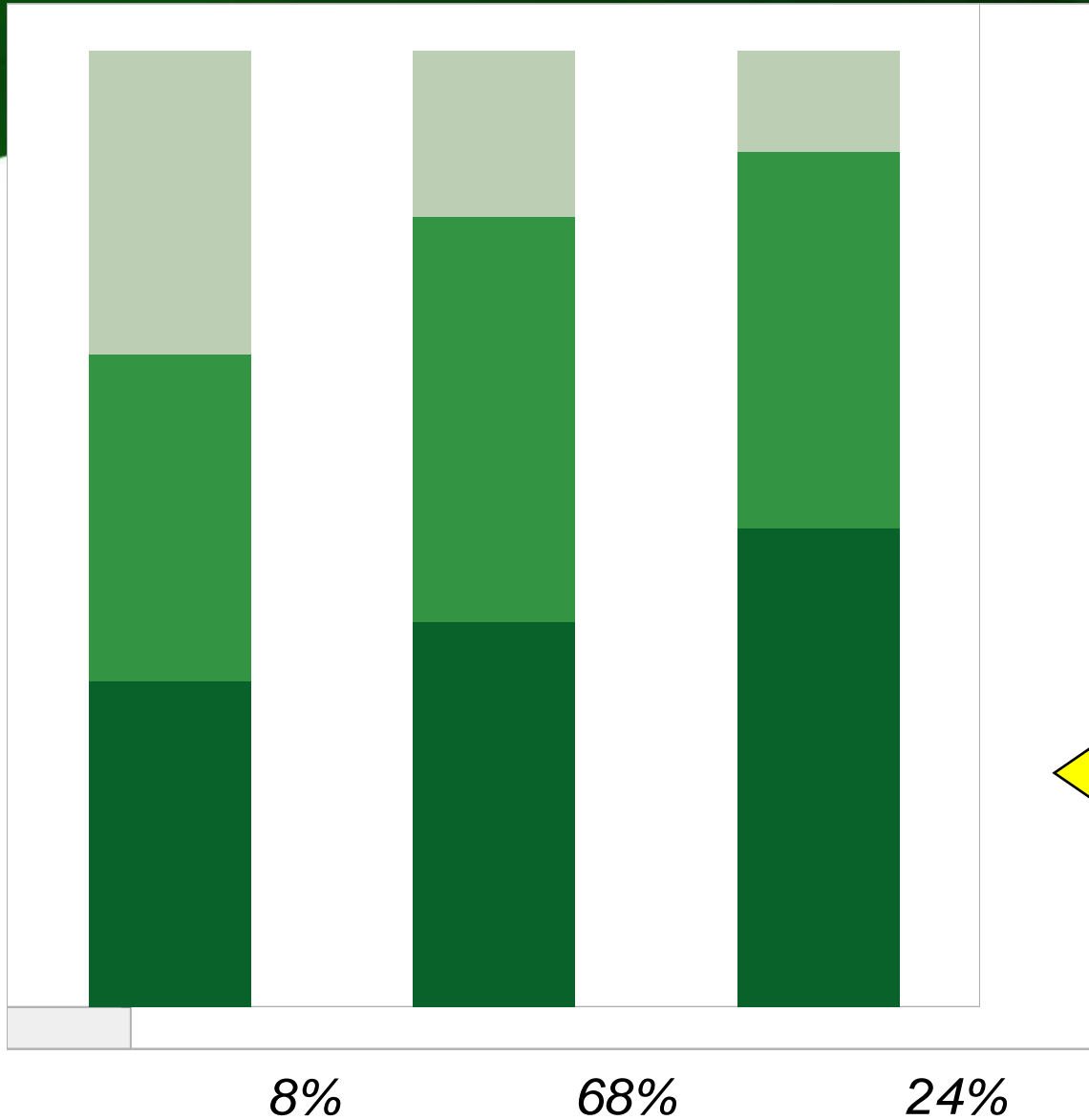
- Do you standardize on the full information lifecycle (source system to data warehouse to BI platform?)
- Do you standardize across the spectrum of BI tools?
- Do you standardize on particular modules (1 query tool, 1 OLAP tool, 1 dashboard tool?)



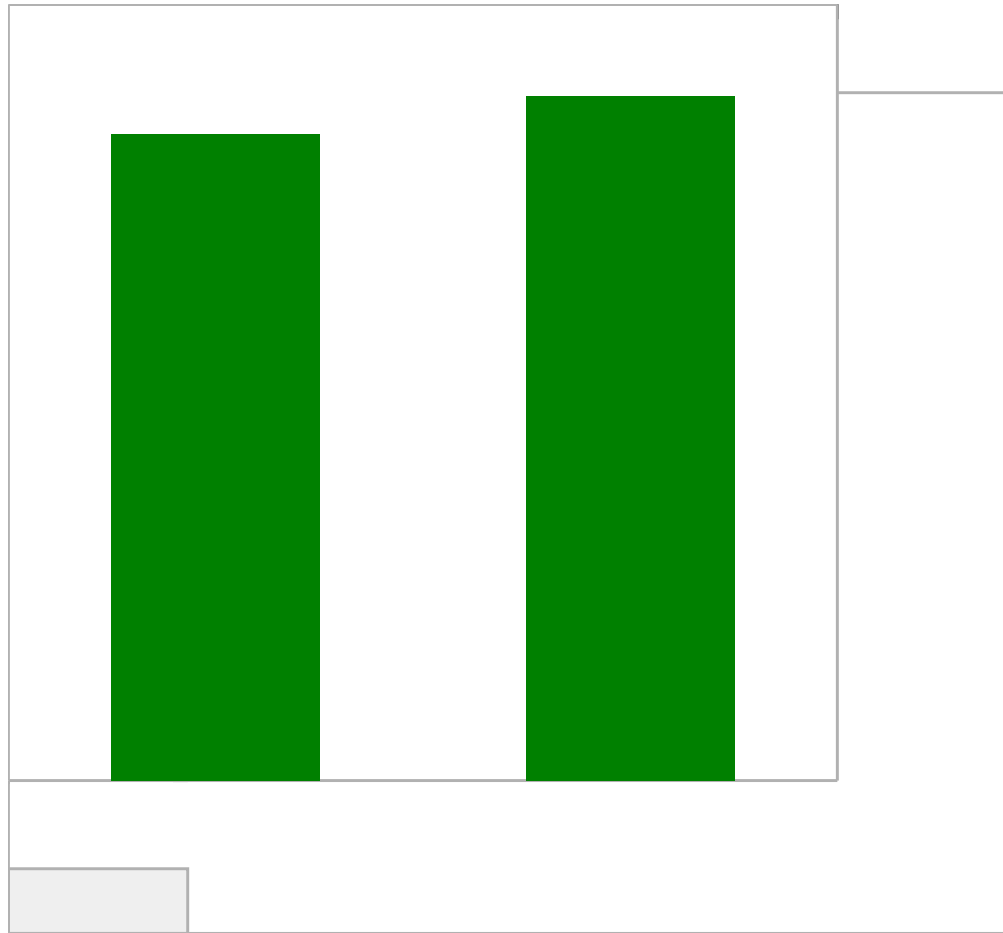
# State of BI Tool Approach To Standardize or Not?



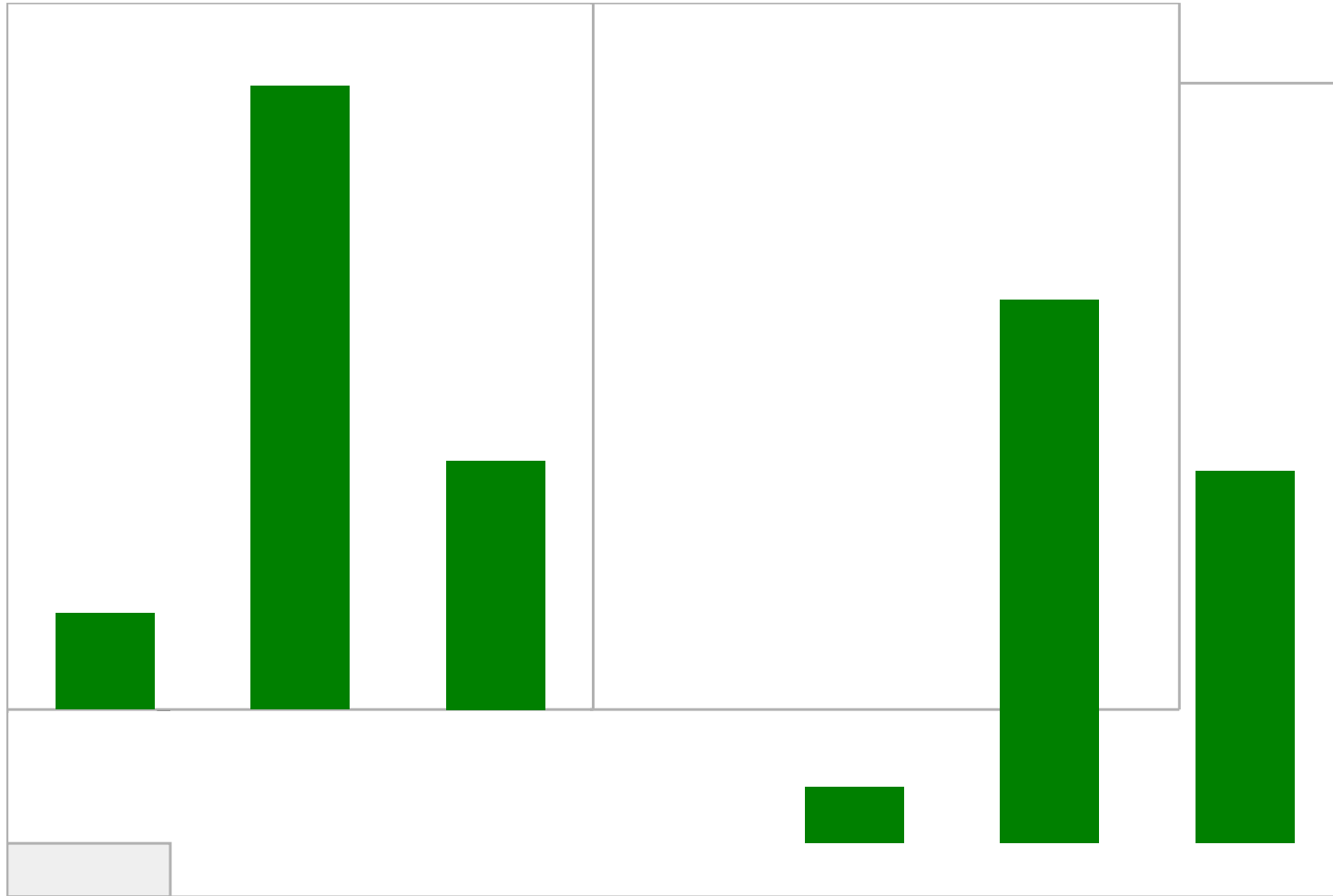
# Standardization Relates to BI Success



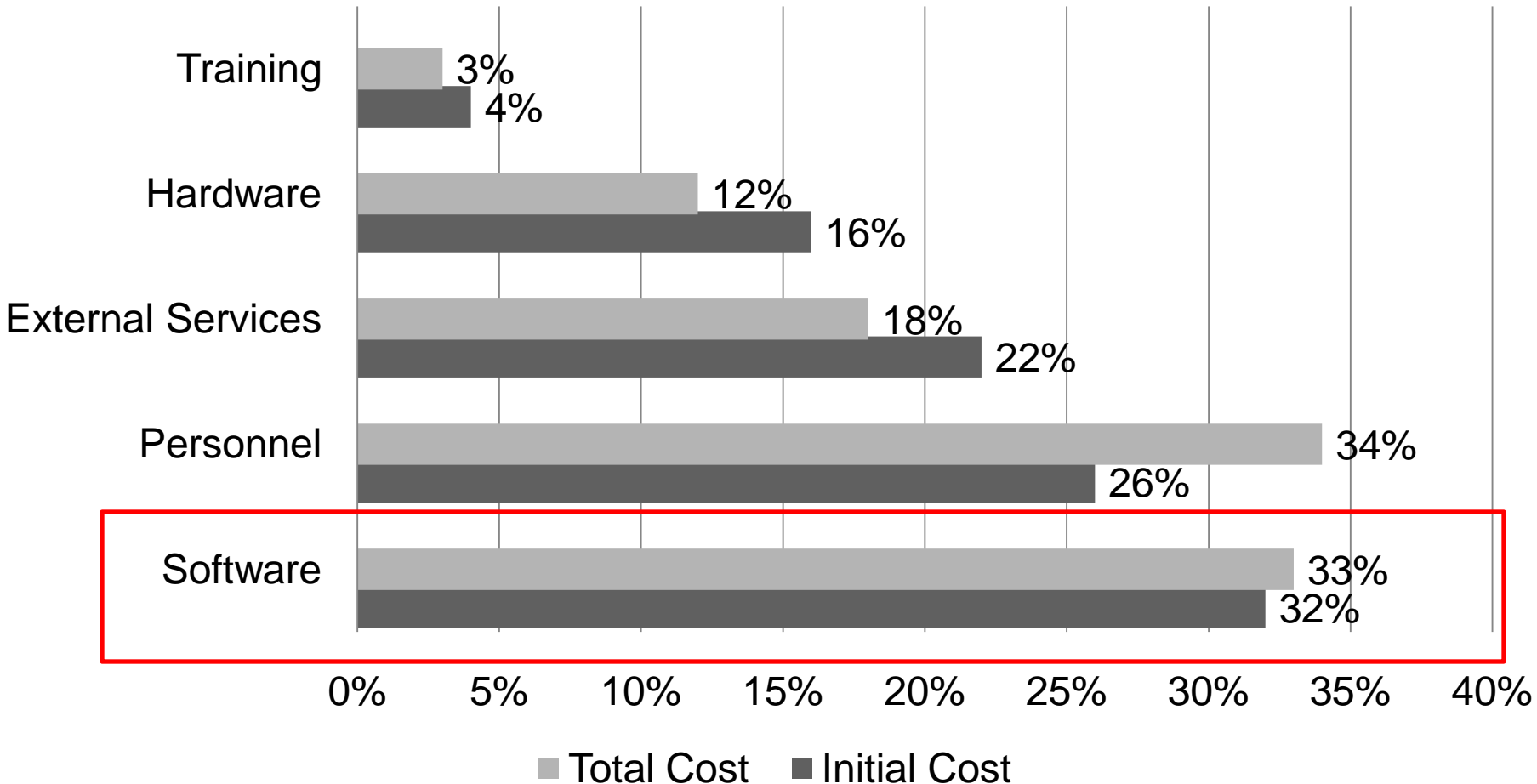
# Departmental vs Enterprise BI



# Departmental vs Enterprise BI – Business Performance



# Total Cost of Ownership



Source: *Financial Impact of Business Analytics, IDC, 2003*

# Key Benefits of BI Standardization

- Lower licensing & software maintenance costs
- Lower support costs
- Better support for standardized tools
- Greater focus on the data and insights than on “which tool to use”



# Recommendations for Your BI Tool Strategy

- Standardize on BI modules, ideally the platform
- Decide upgrades on cost/benefit analysis
- Allow budget for complementary BI tools
  - APOS: system management
  - Antivia: Xcelsius integration
  - Advanced visualization: Tableau, Spotfire
- Organize for success
  - Agile
  - Virtual or actual BICCs to share best practices
  - Deploy centrally for economies of scale

# Beat the Downturn with BI!

## Survive and Thrive

**Right Product**

**Better Customer Service**

**Efficient Operations**

**Adaptable BI**

**Standardization**

**BI Tool Strategy**

