

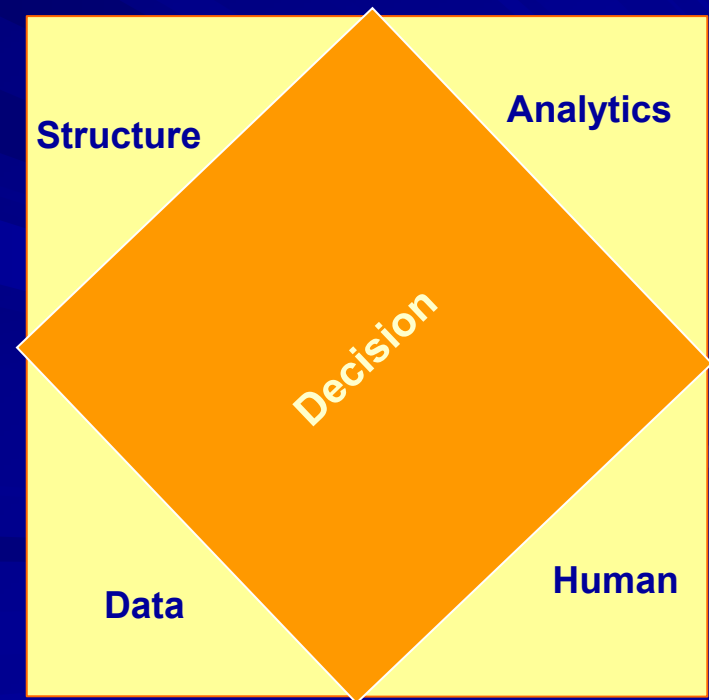
Agenda

- Where are we today?
- 7 mortal sins
- Quo Vadis BI?

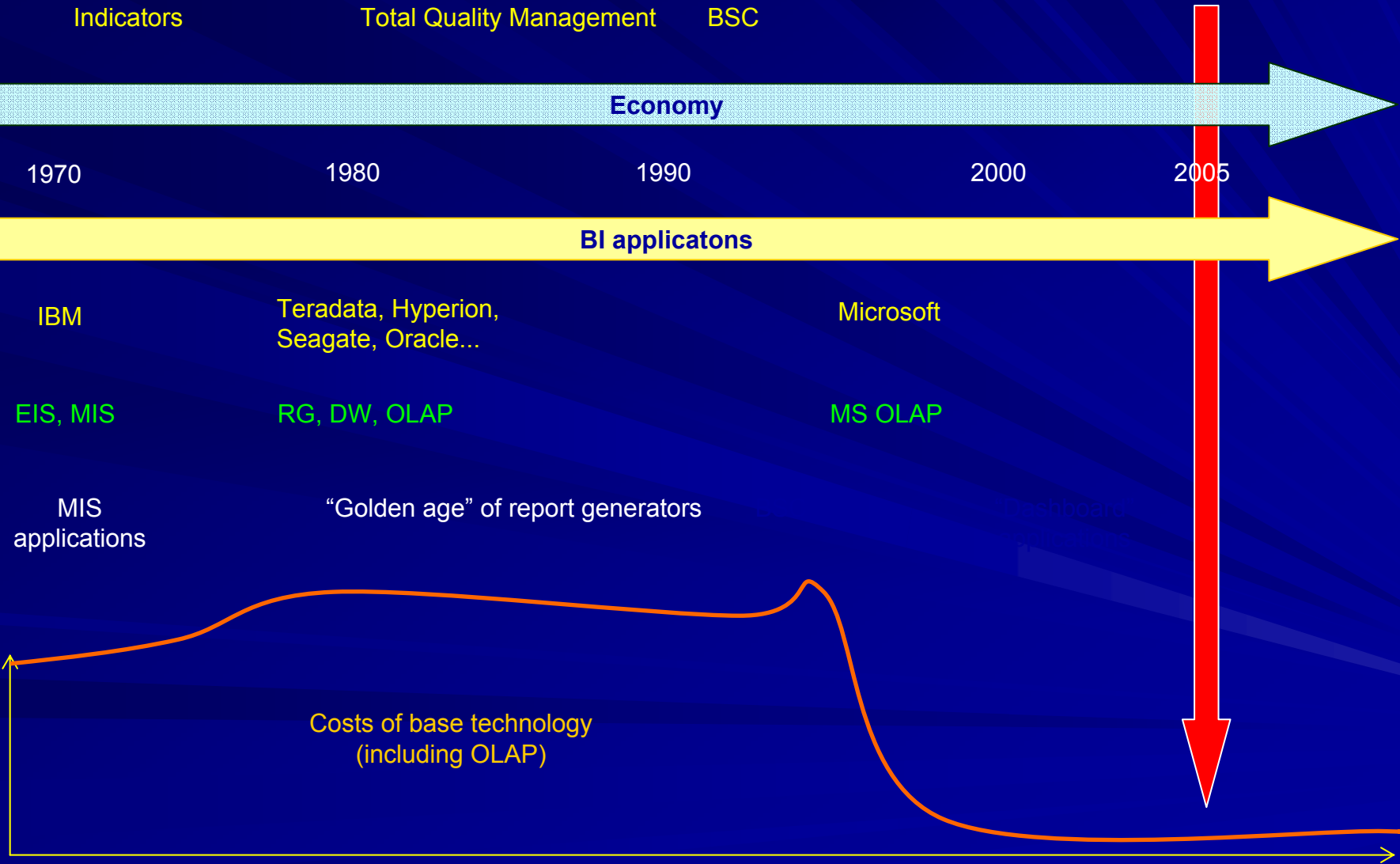
Where are we today?

BI = going from data to decision

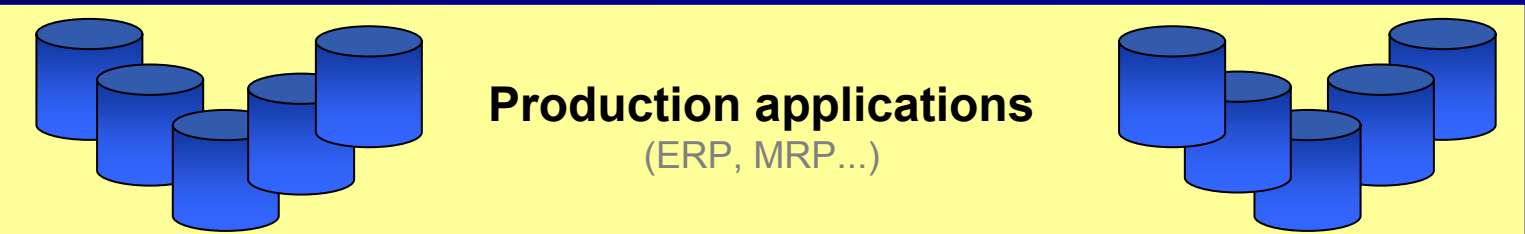
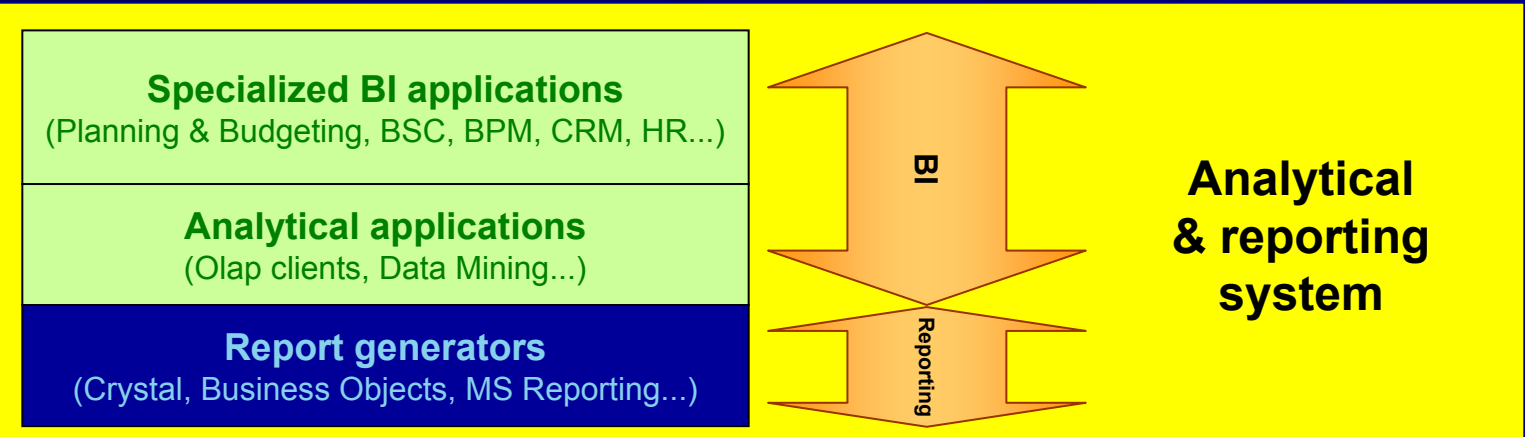
- Data isn't information!
 - Data + structures = information
- Information isn't knowledge!
 - Information + analytics = knowledge
- Knowledge isn't decision!
 - Knowledge + human = decision



Last 30 years



Complete IT system



7 mortal sins

7 mortal sins (1-4)

- **"If we build it, they will come"**
 - Data warehouses are often created by the IT organisation with little or no business involvement.
- **"Managers need to negotiate the numbers"**
 - Too many people hide behind spreadsheets because they are used to them and because they know how to manipulate the numbers to satisfy the politics of their organisations.
- **"Data quality problem...we don't have one"**
 - Many organisations fail to see that they have an issue with data quality, focusing rather on identifying, extracting and loading data.
- **"Our enterprise applications vendor will deliver the best solution"**
 - All too often, enterprises assume that a 'one-stop shop' solution will be both the most cost effective and best solution for the business.

7 mortal sins (5-7)

■ **"Darwin was right: BI projects need to evolve"**

- Business demands projects to be short and simple, and to have an immediate return, but this could easily lead to the wrong scoping of projects. Just as using the same templates time after time mean plans rarely evolve, building in the same limitations in to a new system is one of the greatest inhibitors to success. BI needs to evolve but BI projects should not - they should start and stop and not evolve.

■ **"We can outsource the whole thing"**

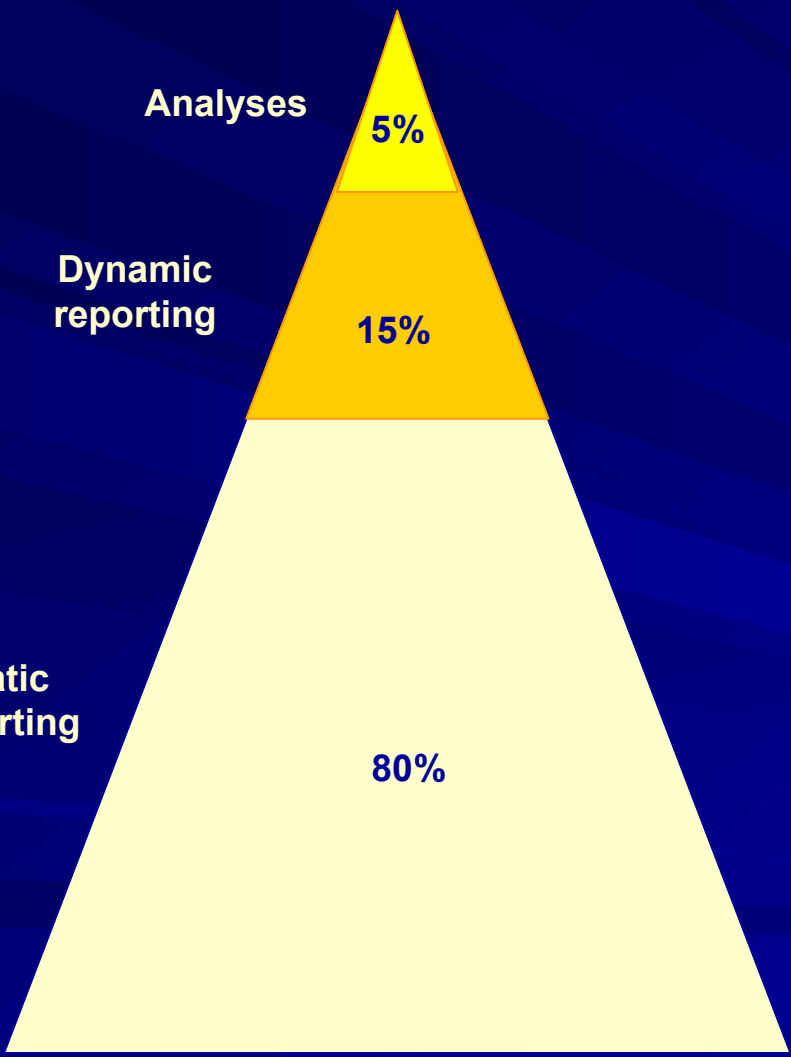
- Enterprises must define their BI key competencies and capabilities in order to determine what to in- or outsource.

■ **"Just give me a dashboard!"**

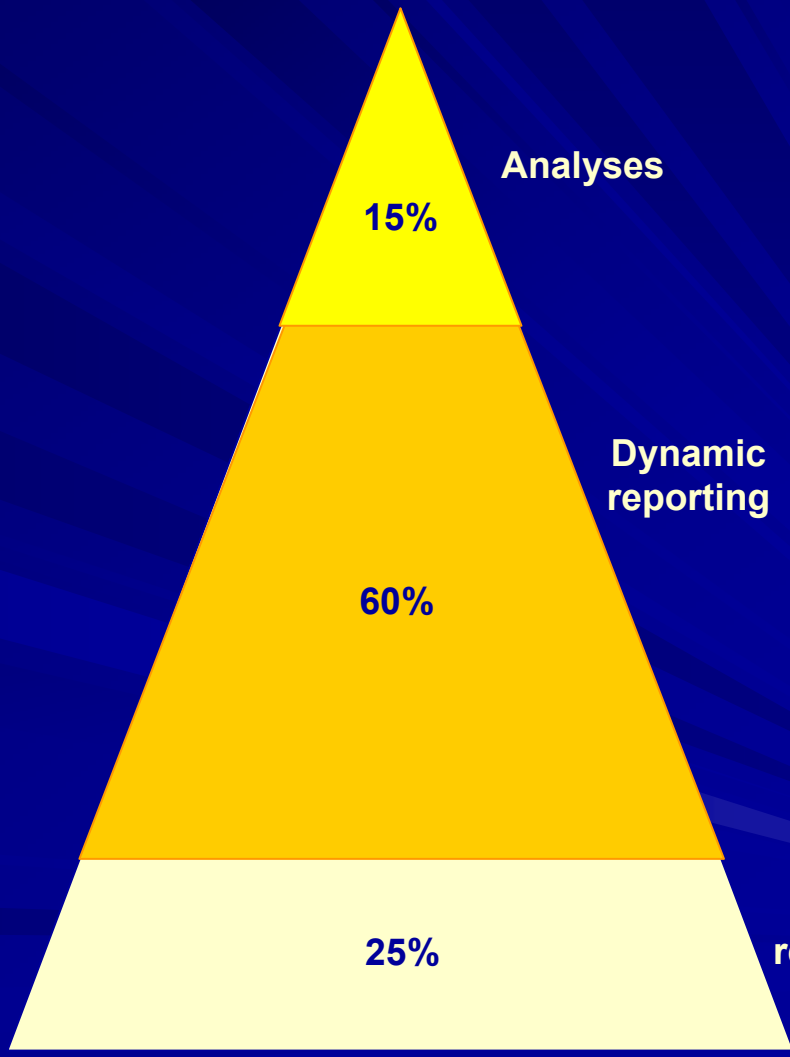
- Companies must have a solid and stable BI infrastructure in place first. They should then create a networked approach where these new technologies are able to communicate with other BI technologies inside and outside the organisation, as well as with other technologies such as business process management and application integration. A management dashboard should be seen as the finishing touch.

Quo Vadis BI?

Rearrange the BI pyramid



Today (2005)



Tommorrow (2015)

Business is multidimensional, but what about BI applications?

- **Fact:** Human perception is multidimensional
 - Typical business dimensions
 - Time, Organizational structure, Hierarchies of products, Hierarchies of customers (partners), Geographical distribution...
- **Conclusion:** OLAP data perfectly match human perception
- **Problem:** BI applications generally do not use OLAP data as much as they should
- **Solution:** Raise the abstraction level for most BI applications to use OLAP data as a primary source

Measurements should be comparable

- **Fact:** Human perception is multidimensional
 - Typical business dimensions
 - Time, Organizational structure, Hierarchies of products, Hierarchies of customers (partners), Geographical distribution...
- **Conclusion:** OLAP data perfectly match human perception
- **Problem:** BI applications generally do not use OLAP data as much as they should
- **Solution:** Raise the abstraction level for most BI applications to use OLAP data as a primary source

Next 10 years (SMB)

