Future Proof Your BI Investments Through A Competency Centre Approach

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Napoleon's Failed Invasion of Russia – 1812 *

"Those who cannot remember the past are condemned to repeat it."

- *George Santayana (1905) Reason in Common Sense*

Hitler's Failed Invasion of Russia – 1941 **

Business Intelligence R(e)volution

- Align Information Needs With Business Direction

- Align Information Management Delivery With Business Strategy

- Address Technology, Architecture & Process Complexity

- Address Increasing Democratization of BI

BI Competency Center (BI CC)

Definition

- Integrated full-time, permanent group operating as a service center
- Focal point for sharing skills, defining standards, building appropriate practices

Structure

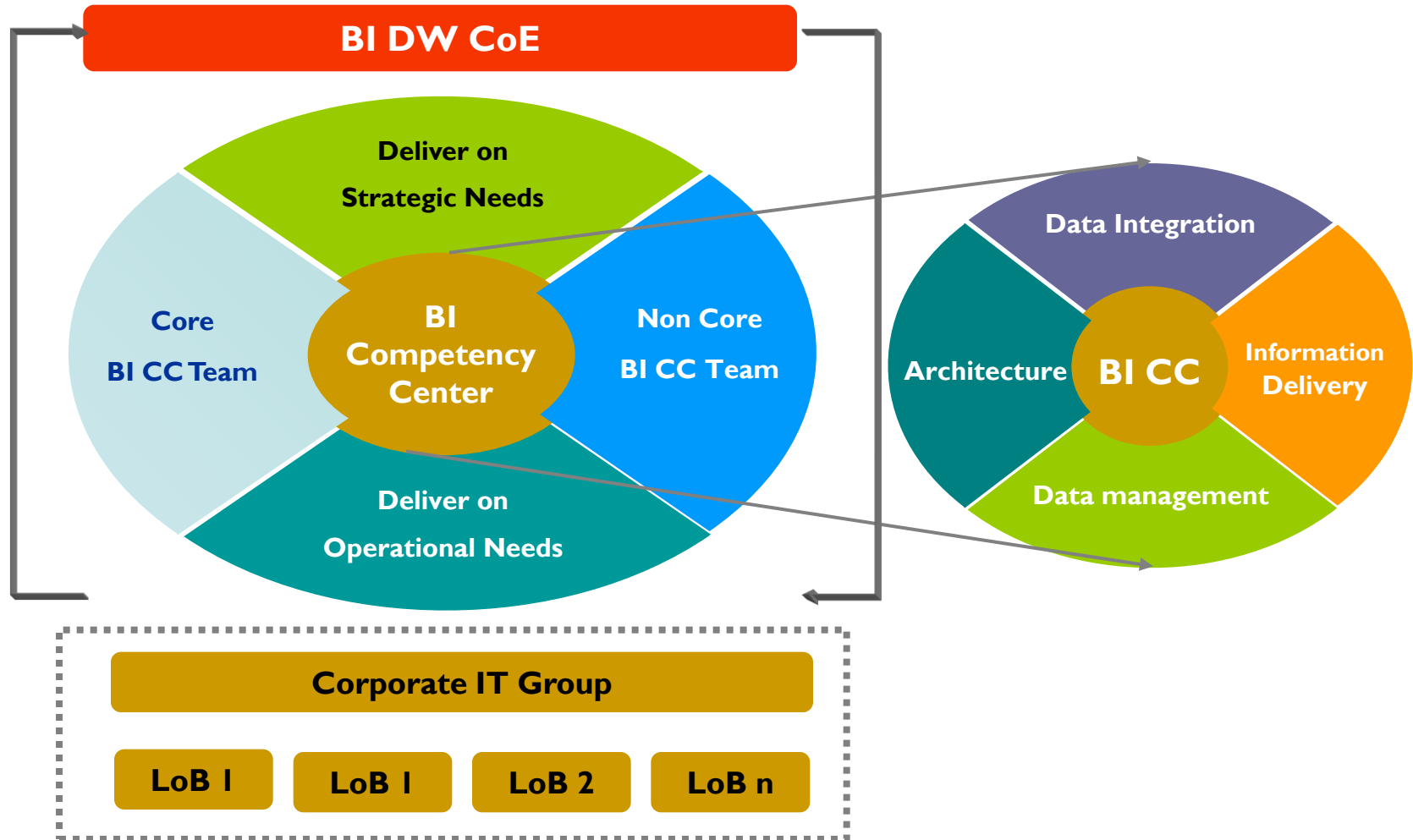- Central, highly leveraged core team across LoBs

Activities

- Champion BI technologies and define standards
- Provide support to implementation teams
- Provide shared infrastructure
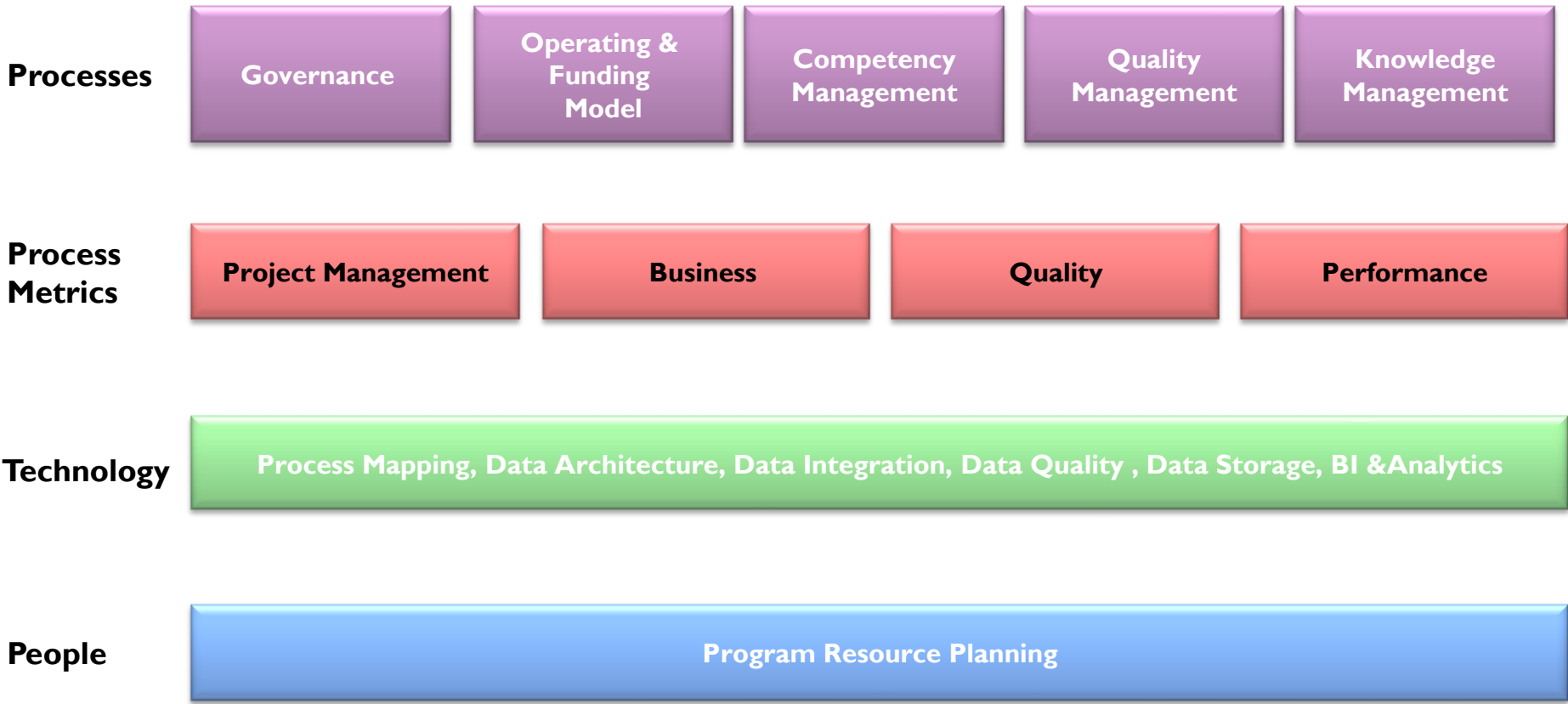- Provide centralized knowledge management

BI CC Facets

Shared IT function that provides project teams with robust architecture, best practices and appropriate skills necessary to complete multiple projects rapidly and cost effectively.
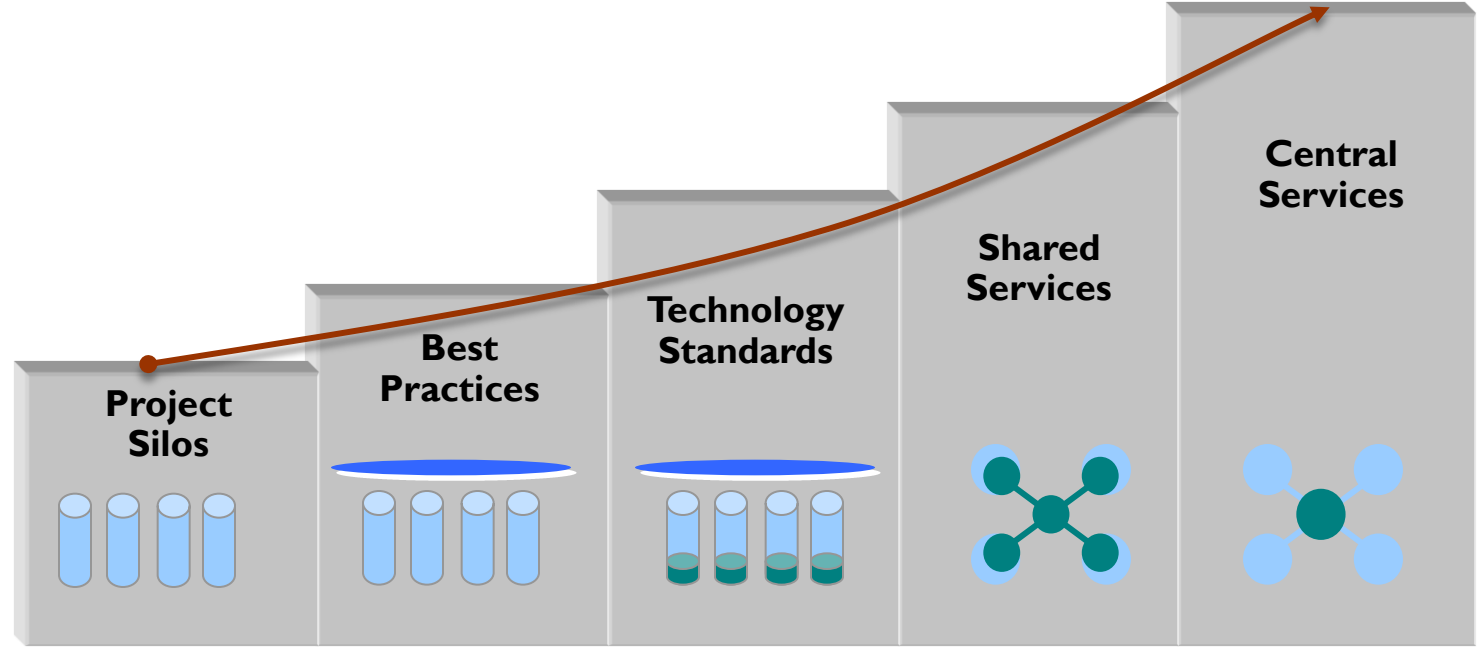
BI CC - Key Building Blocks

Processes	Governance	Operating & Funding Model	Competency Management	Quality Management	Knowledge Management

Process Metrics	Project Management	Business	Quality	Performance

Technology	Process Mapping, Data Architecture, Data Integration, Data Quality , Data Storage, BI &Analytics

People	Program Resource Planning

BI CC mandates mature processes for Delivery to reap Cost & Business benefits

BI CC Evolution

4 Approaches towards BI CC

Best Practices	Technology Standards	Shared Services	Centralized Services
Defined	Defined	Defined	Defined
Recommend	Standardized	Shared	Shared
Distributed	Distributed	Hybrid	Centralized
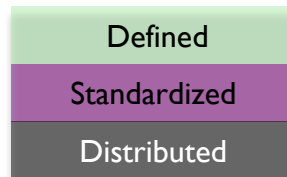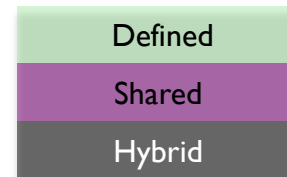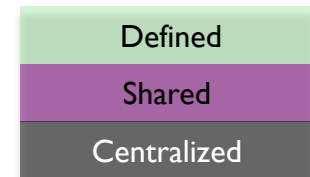
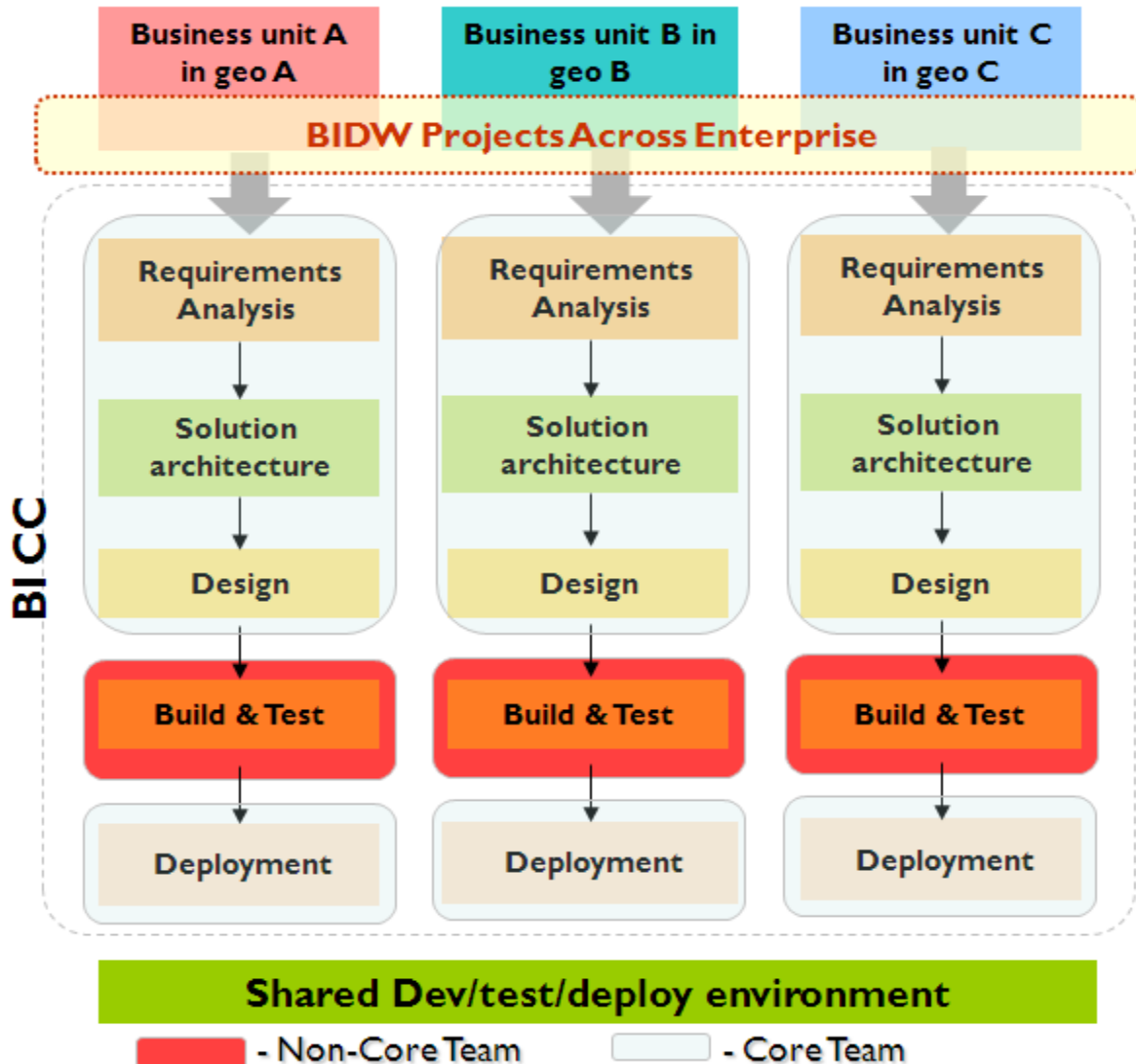| Best Practices	Technology Standards	Shared Services	Centralized Services
• Recommend Operating procedures and standards • Define Change Management Process • Staffed by people with highest BI & Integration experience • Knowledge Management and BI CC Management are key functions	• Include technical consistency • Focus on standardizing processes • Establish metadata standards. • Review emerging technologies • Manages hardware and software	• Provide common, supported technical environment and services • Manage technical environment, architecture • Support for development activities	• Control BI & Integration projects across the enterprise • Manage and Execute development work for BI & Integration initiatives • Has its own budget and a charge-back methodology

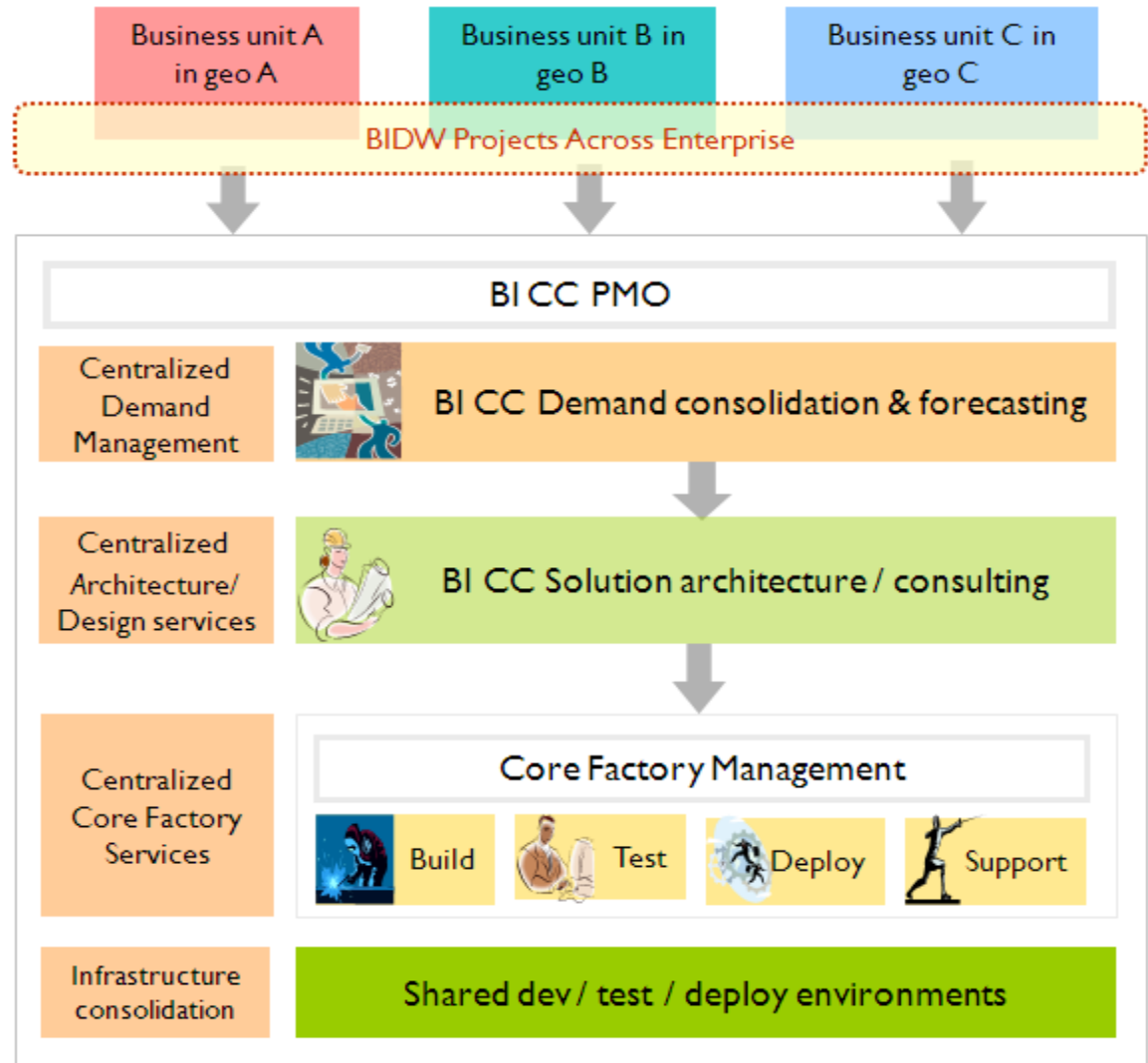Process   Technology   People/Organization
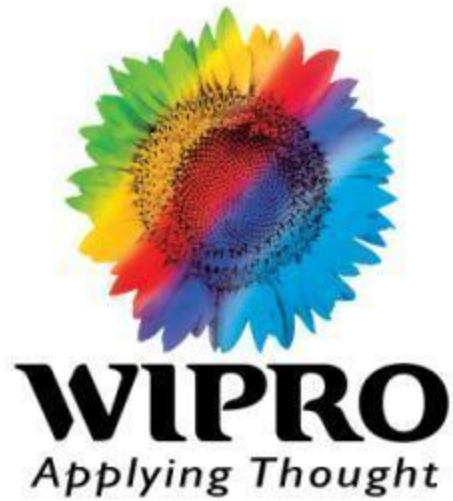
BI CC Shared Services Model

- Project-centric BI CC organization, suited primarily to handle a single large program with dependant ancillary projects

- Resource allocation primarily along project lines

- Scheduling challenges when a number concurrent programs need to be run

- Ramp-up and ramp-downs will be highly volatile

- Shared funding model

- Shared Infrastructure

Business unit A in geo A	Business unit B in geo B	Business unit C in geo C

BIDW Projects Across Enterprise

BI CC

Requirements Analysis	Requirements Analysis	Requirements Analysis
Solution architecture	Solution architecture	Solution architecture
Design	Design	Design
Build & Test	Build & Test	Build & Test
Deployment	Deployment	Deployment

Shared Dev/test/deploy environment

- Non-Core Team   - Core Team

BI CC Centralized Services Model

- Skill/competency centric BI CC organization, suited primarily to handle a large number of smaller projects

- Resource allocation primarily along skill/competency lines

- Core team of analysts, architects with enterprise business analytics, technology & data knowledge

- Ramp-up and ramp-down only in the core factory services

- Centralized/shared funding model

- Shared Infrastructure

Business unit A in geo A | Business unit B in geo B | Business unit C in geo C

BIDW Projects Across Enterprise

BI CC PMO

Centralized Demand Management — BI CC Demand consolidation & forecasting

Centralized Architecture/ Design services — BI CC Solution architecture / consulting

Centralized Core Factory Services — Core Factory Management: Build, Test, Deploy, Support

Infrastructure consolidation — Shared dev / test / deploy environments

Thank You

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