

*Dave*

# The Changing Face of Business Intelligence

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## Today's Agenda

- ✓ Early, current, and emerging definitions of BI
- ✓ The shift of attention from data to analytics
- ✓ The shift of attention from technology to business
- ✓ The theme of “listening to the data”
- ✓ The pervasive BI movement, or “BI for the masses”
- ✓ The human, cultural, and business implications of BI in the mainstream

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## BI Defined

" a set of **concepts** and **methodologies**  
to improve **decision making** in **business**  
through use of **facts** and **fact-based systems** ..."

-Howard Dresner  
(while with the Gartner Group)

*David*

## BI Defined

"... the **processes** **technologies** and **tools** needed to  
turn **data** into **information** information into  
**knowledge** and knowledge into **plans** that drive  
profitable business **actions** .."

- David Loshin

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## BI Defined

"... an **architecture** and a collection of integrated operational as well as decision-support **applications** and **databases** that provide the business community easy access to business **data**

- Larissa Moss

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## BI Defined

"The process **architecture**, **technologies** and **tools** that help companies transform their **data** into accurate, actionable and timely **information** and disseminate that information across the organization."

- Steve Dine

*David* **BI Defined**

**What is compelling about this?**

" a set of concepts and methodologies to improve decision making in business through use of facts and fact-based systems ..."  
 -Howard Dresner (while with the Gartner Group)

"... the processes, technologies and tools needed to turn data into information, information into knowledge, and knowledge into plans that drive profitable business actions..."  
 - David Loshin

"... an architecture and a collection of integrated operational as well as decision-support applications and databases that provide the business community easy access to business data."  
 - Larissa Moss

"The process, architecture, technologies and tools that help companies transform their data into accurate, actionable and timely information and disseminate that information across the organization."  
 - Steve Dine

concepts  
 methodologies  
 decision making  
 business  
 facts  
 systems  
 processes  
 tools  
 technologies  
 data  
 information  
 knowledge  
 plans  
 actions  
 architecture  
 applications  
 databases

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*David* **In Search of a New Definition**

**A Look Inside the Terms**

**Business:** The social science of managing people to organize and maintain collective productivity toward accomplishing particular creative and productive goals, usually to generate profit.

**Intelligence:** A property that encompasses many related abilities, such as the capacities to reason, plan, solve problems, think abstractly, comprehend, and learn ... typically regarded as distinct from creativity, personality, character, knowledge, or wisdom.

source: [www.wikipedia.org](http://www.wikipedia.org)

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## In Search of a New Definition

### Business Intelligence Redefined

#### Business Intelligence is ...

**Intelligence:** A property that encompasses many related abilities, such as the capacities to reason, plan, solve problems, think abstractly, comprehend, and learn ... typically regarded as distinct from creativity, personality, character, knowledge, or wisdom.

**the ability of an organization or business to reason, plan, predict, solve problems, think abstractly, comprehend, innovate, and learn ...**

**Business:** The social science of managing people to organize and maintain collective productivity toward accomplishing particular creative and productive goals, usually to generate profit.

**in ways that increase organizational knowledge, inform decision processes, enable effective actions, and help to establish and achieve business goals.**

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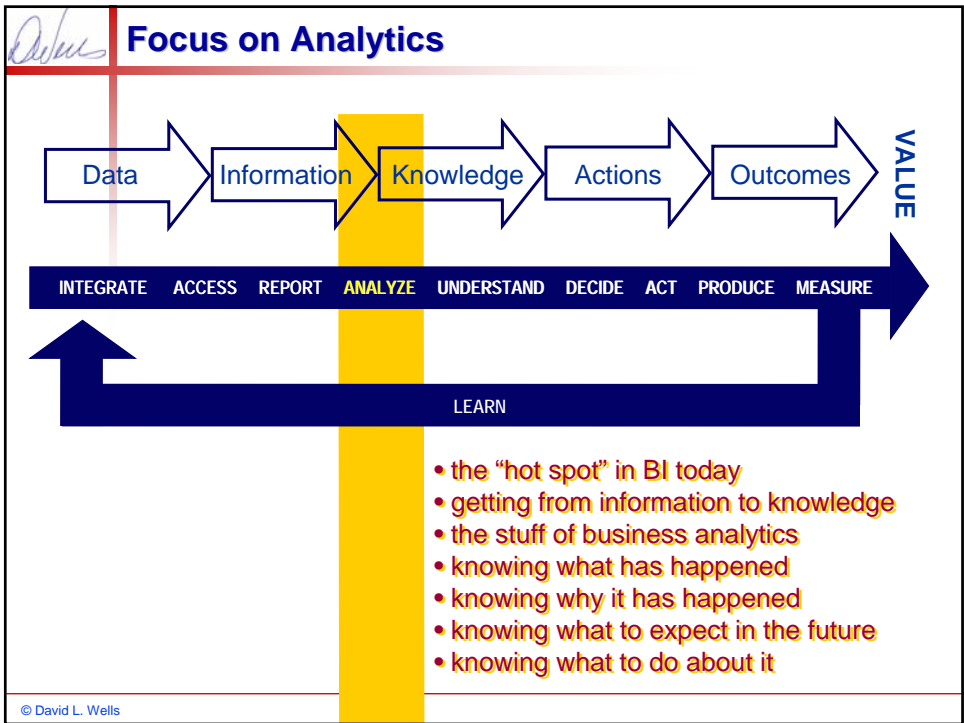
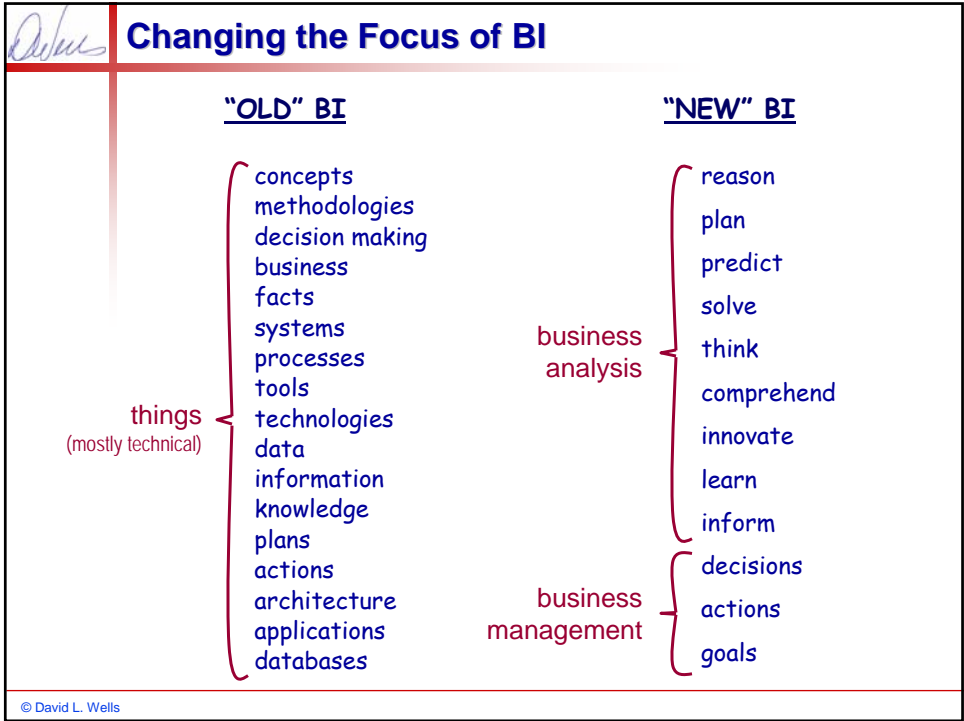
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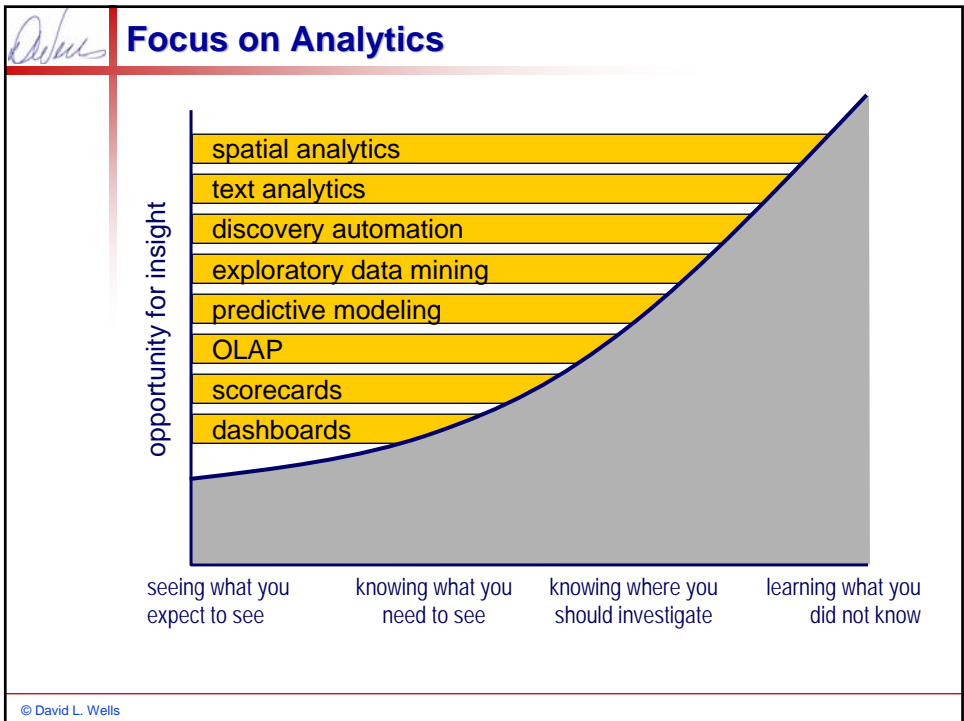
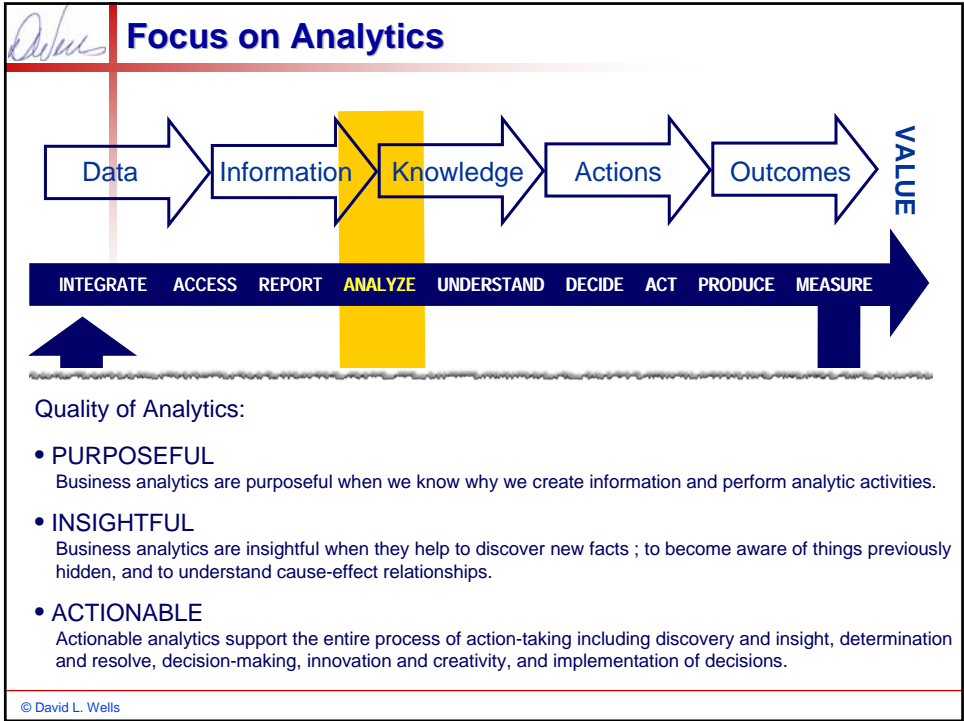
## In Search of a New Definition

"... the ability of an organization or business to **reason, plan, predict, solve problems, think abstractly, comprehend, innovate and learn** in ways that increase organizational knowledge, **inform decision processes, enable effective actions** and help to establish and achieve business **goals** "

- Dave Wells

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What about the PEOPLE who turn data and information into knowledge?

"... the **processes, technologies and tools** needed to turn data into information, information into knowledge, and knowledge into plans that drive profitable business actions..."

- David Loshin

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*David* **Focus on Business Analysts**

**IT Intensive BI** **Office Productivity**

Centralized & Controlled De-centralized & Autonomous

Source: Gartner 2008

reports  
query  
OLAP  
dashboards  
scorecards  
data mining

MS-Excel  
MS-Access  
local data  
data dumps  
"spreadmarts"  
"manualytics"

Most of the BI budget goes here. Most of the analysis occurs here.

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IT Intensive BI Office Productivity

Centralized & Controlled De-centralized & Autonomous

Source: Gartner 2008

In some cases the business analysts are true analytic professionals. They are people who design and conduct experiments, develop and refine analytic models, and perform data mining, statistical analysis, and predictive modeling. These are typically people with advanced degrees in fields such as statistics, operations research, logistics, and economics. These are the professional analysts – analysis is their profession.

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IT Intensive BI Office Productivity

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Source: Gartner 2008

If your company is Nielsen or Gallup – if data analysis is your business – then you have these professionals. But if you're like most of us data is not your business; it is simply a means to collect and report facts about the business. It is not statisticians and data miners who seek insight.

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IT Intensive BI Office Productivity

Centralized & Controlled De-centralized & Autonomous

Source: Gartner 2008

It is managers of the business who become de facto business analysts. The controller performing revenue and cash flow analysis, the compliance officer performing risk analysis, and the marketing manager analyzing campaign effectiveness – all have some business analyst roles and responsibilities. These people are analytic professionals though they are not professional analysts.

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*David L. Wells* **Focus on Business Analysts**

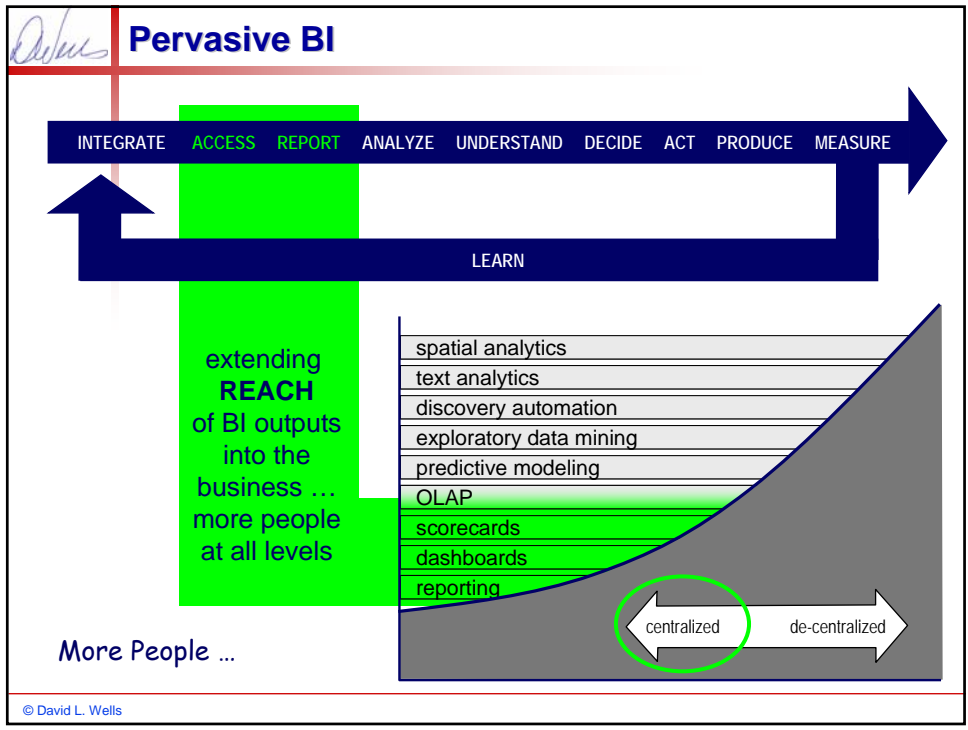
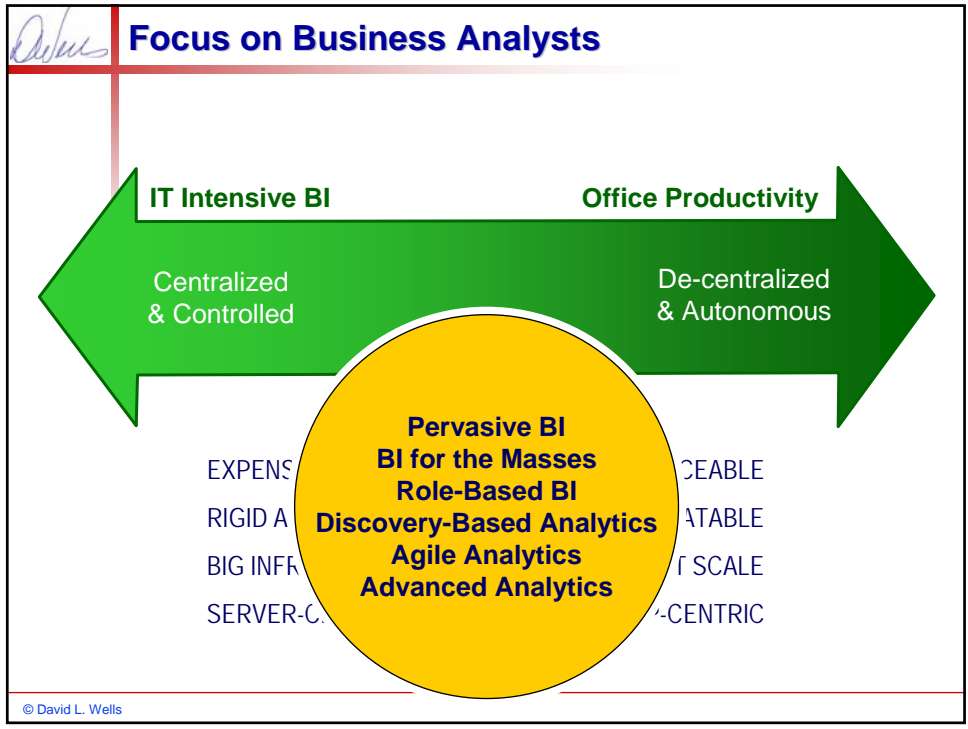
IT Intensive BI Office Productivity

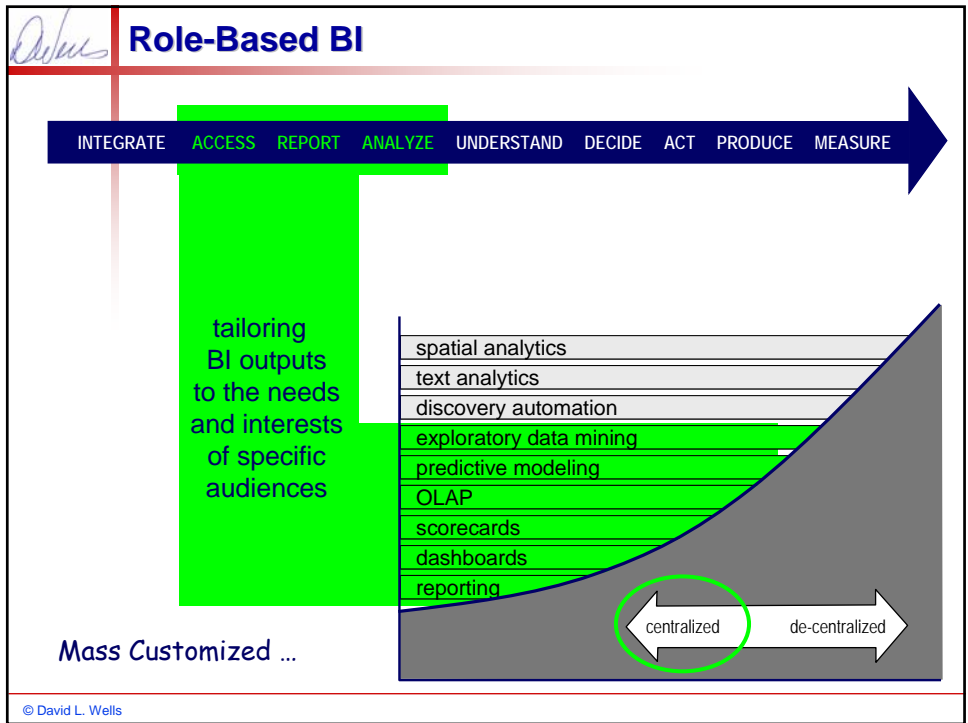
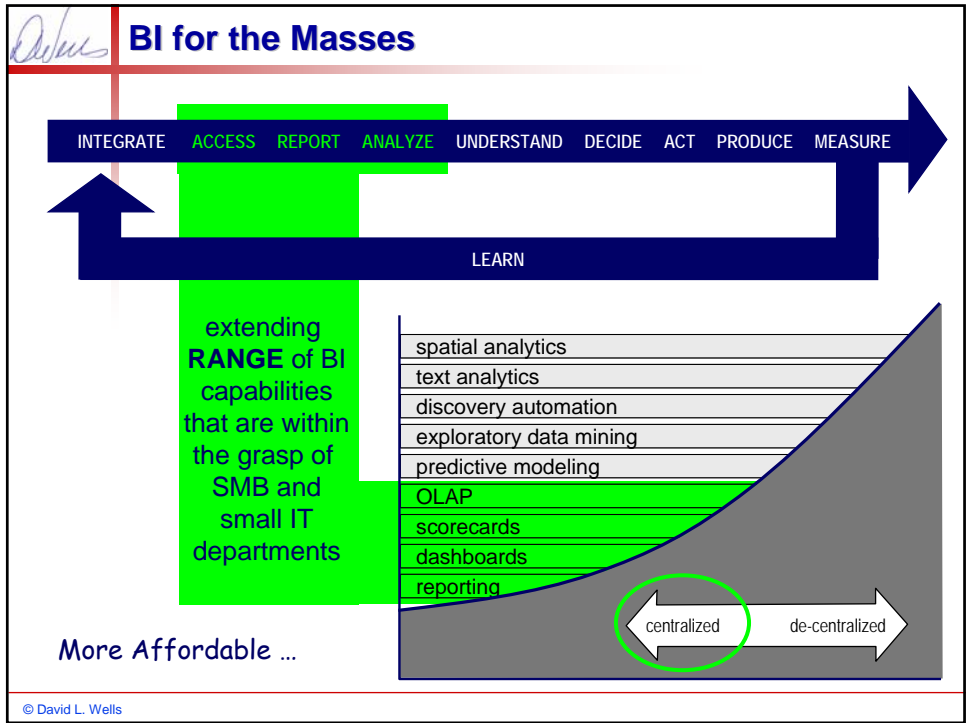
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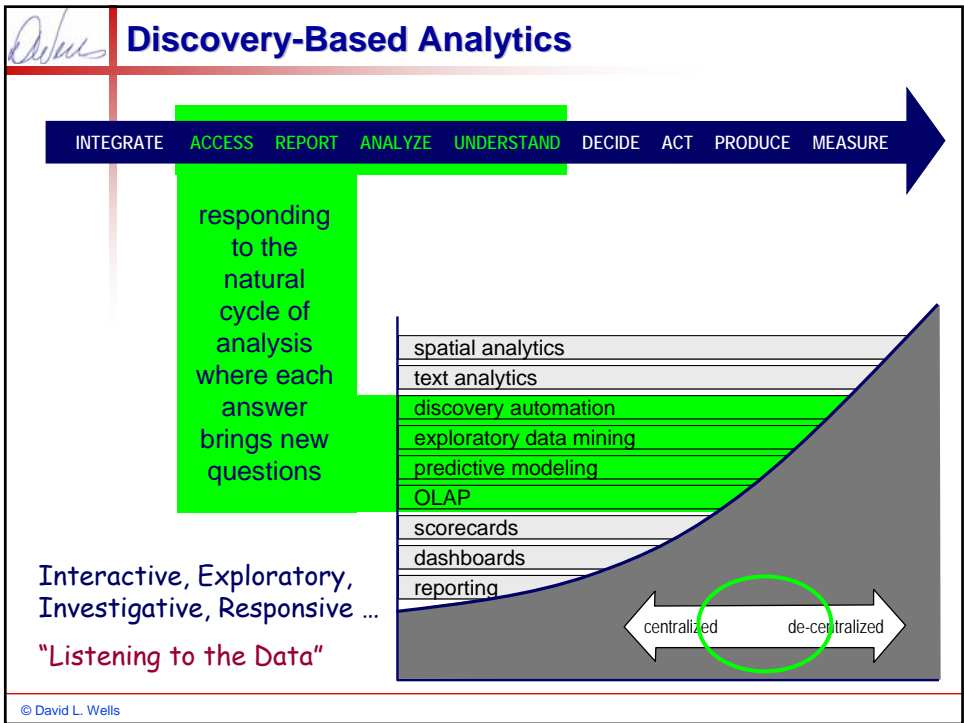
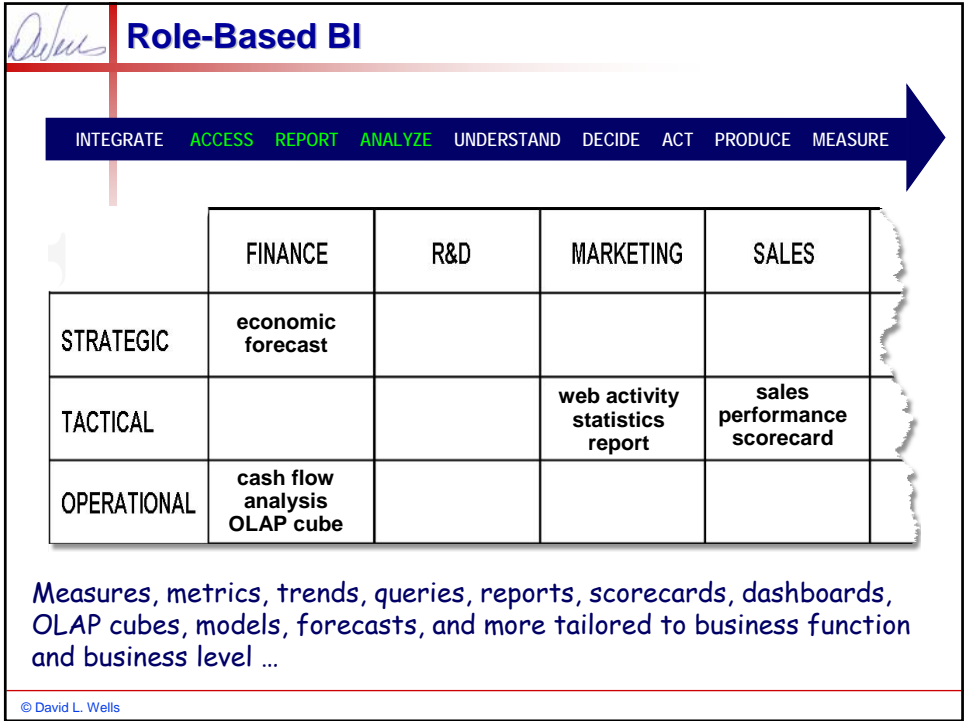
Source: Gartner 2008

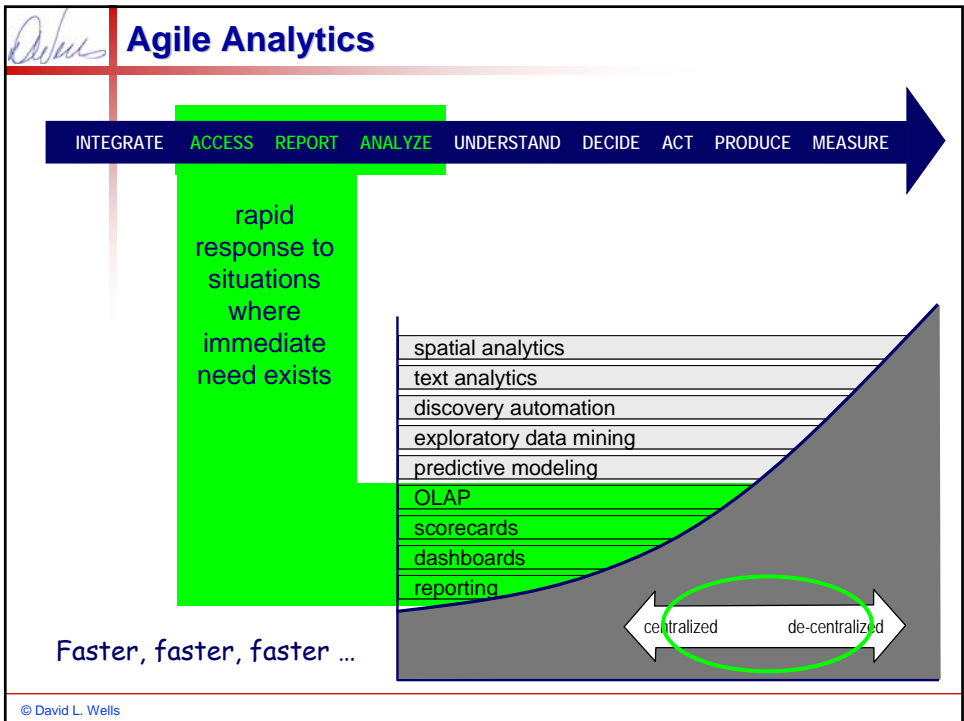
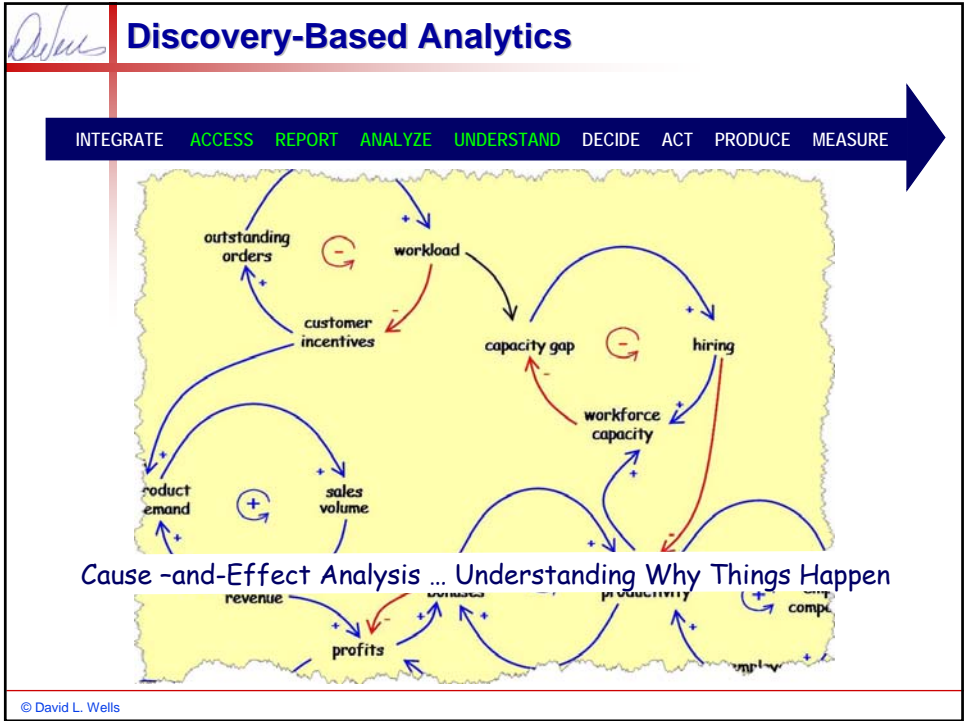
EXPENSIVE	UNTRACEABLE
RIGID AND SLOW	NOT REPEATABLE
BIG INFRASTRUCTURE	DOESN'T SCALE
SERVER-CENTRIC	DESKTOP-CENTRIC

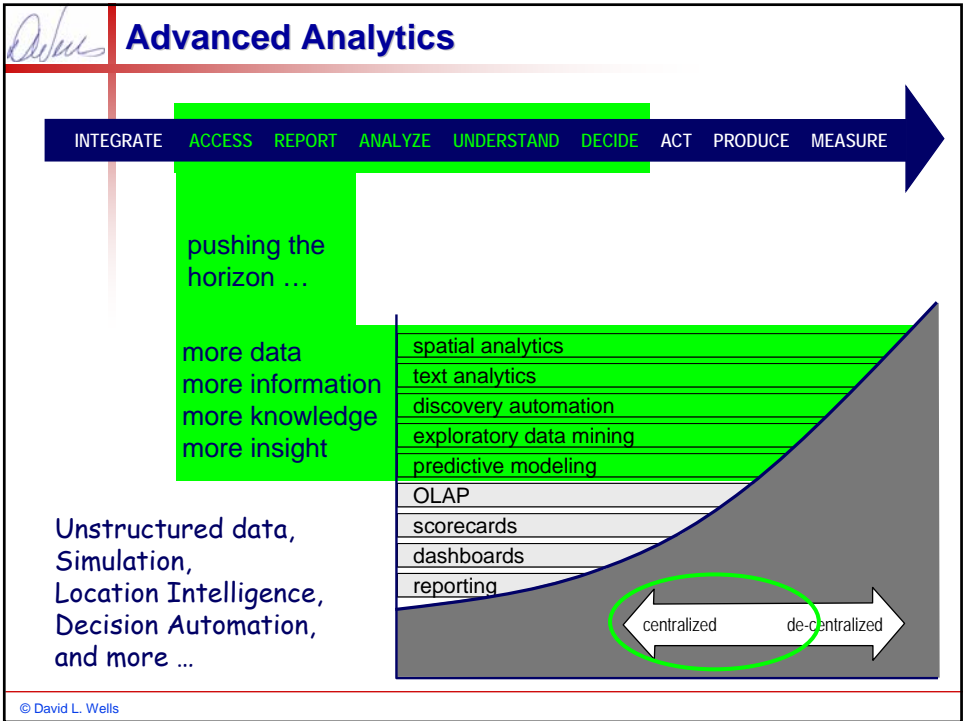
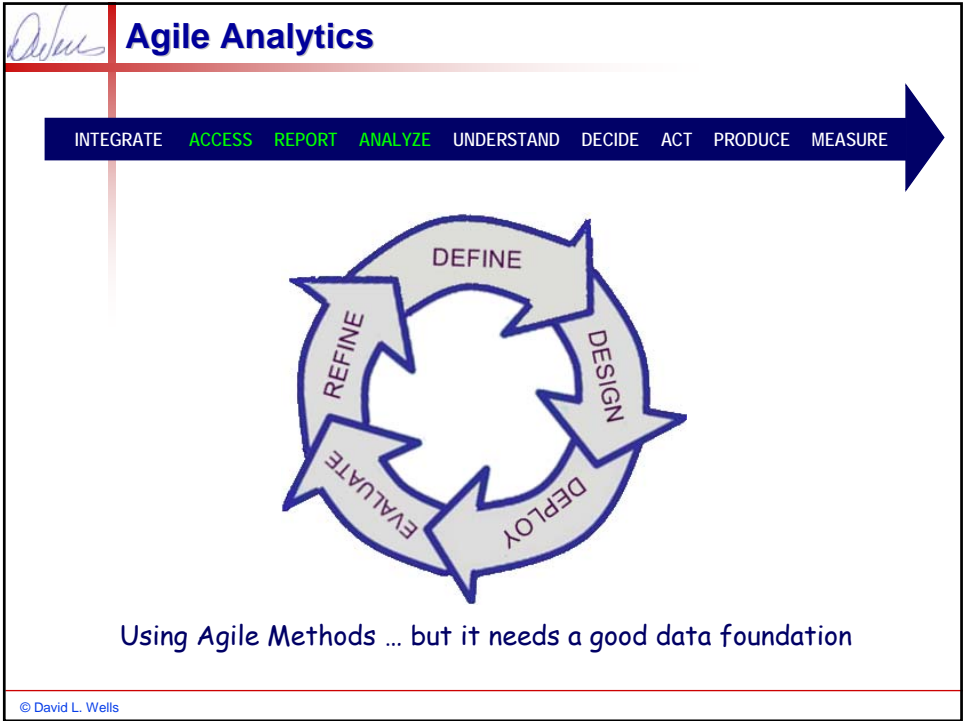
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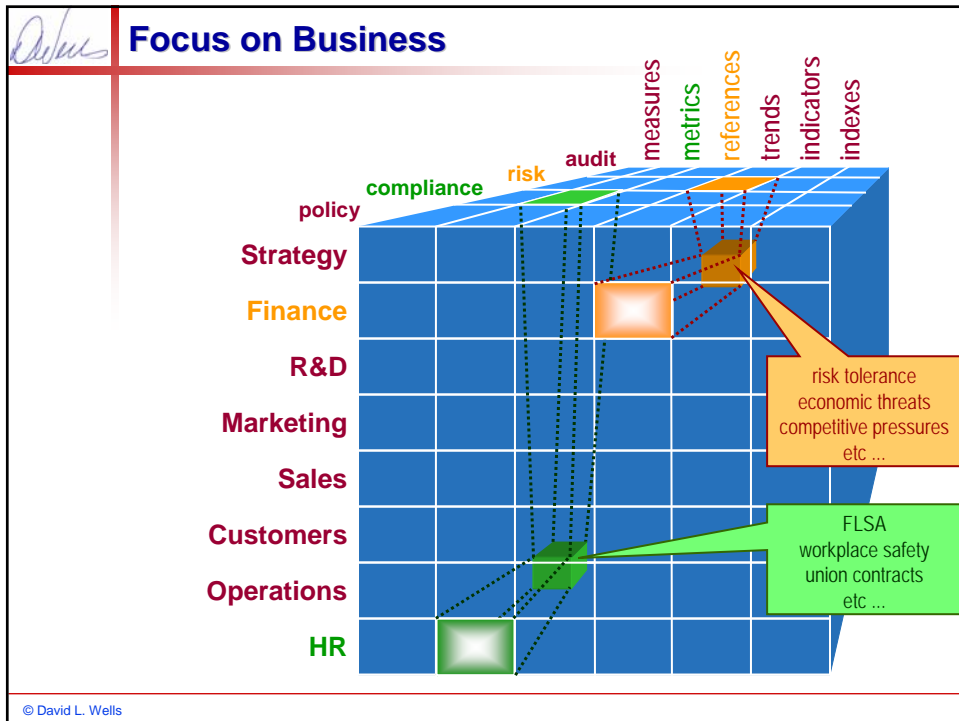
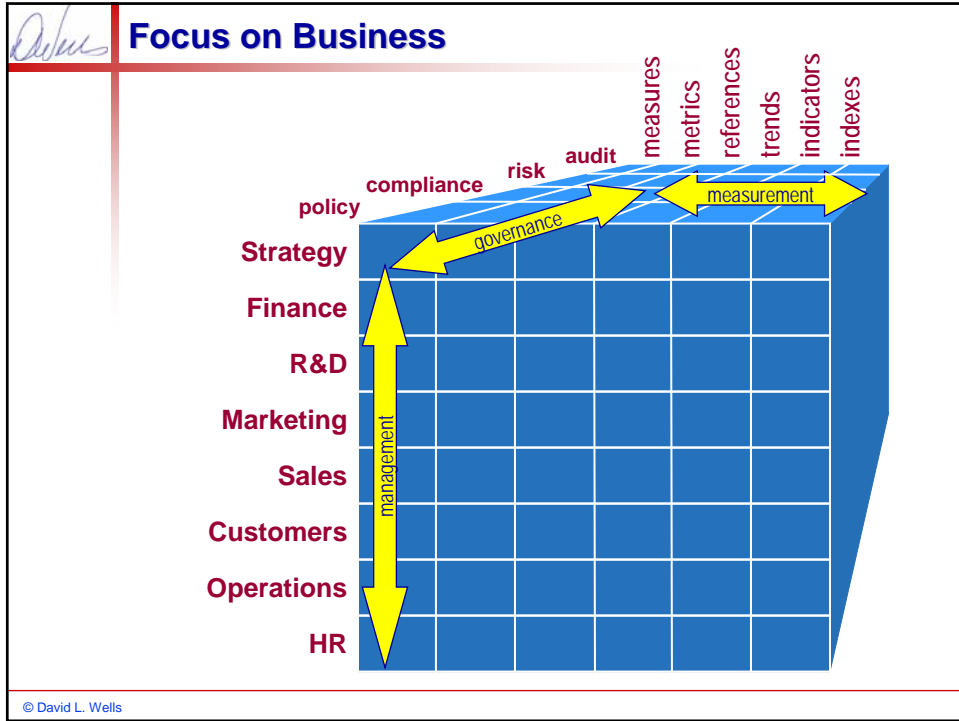








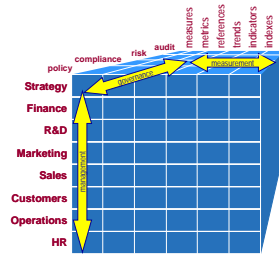




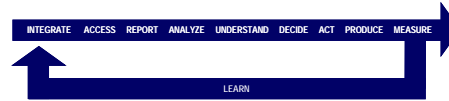
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## In Conclusion

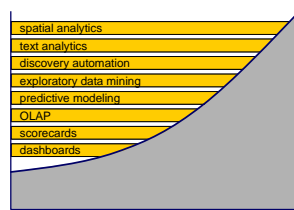
THE RIGHT CAPABILITIES



WITH THE RIGHT TECHNOLOGIES



FOR THE RIGHT REASONS



IN THE RIGHT PLACES

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