



# Organizing for BI and Big Data in the 21st Century

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**SESSION CODE: 0903**

# Agenda

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**BICC Overview**

**What Changed?**

**Learning From Others**

**Recommendations**

**Wrap-up**

# Business Intelligence Competency Centers



## What is a BICC?

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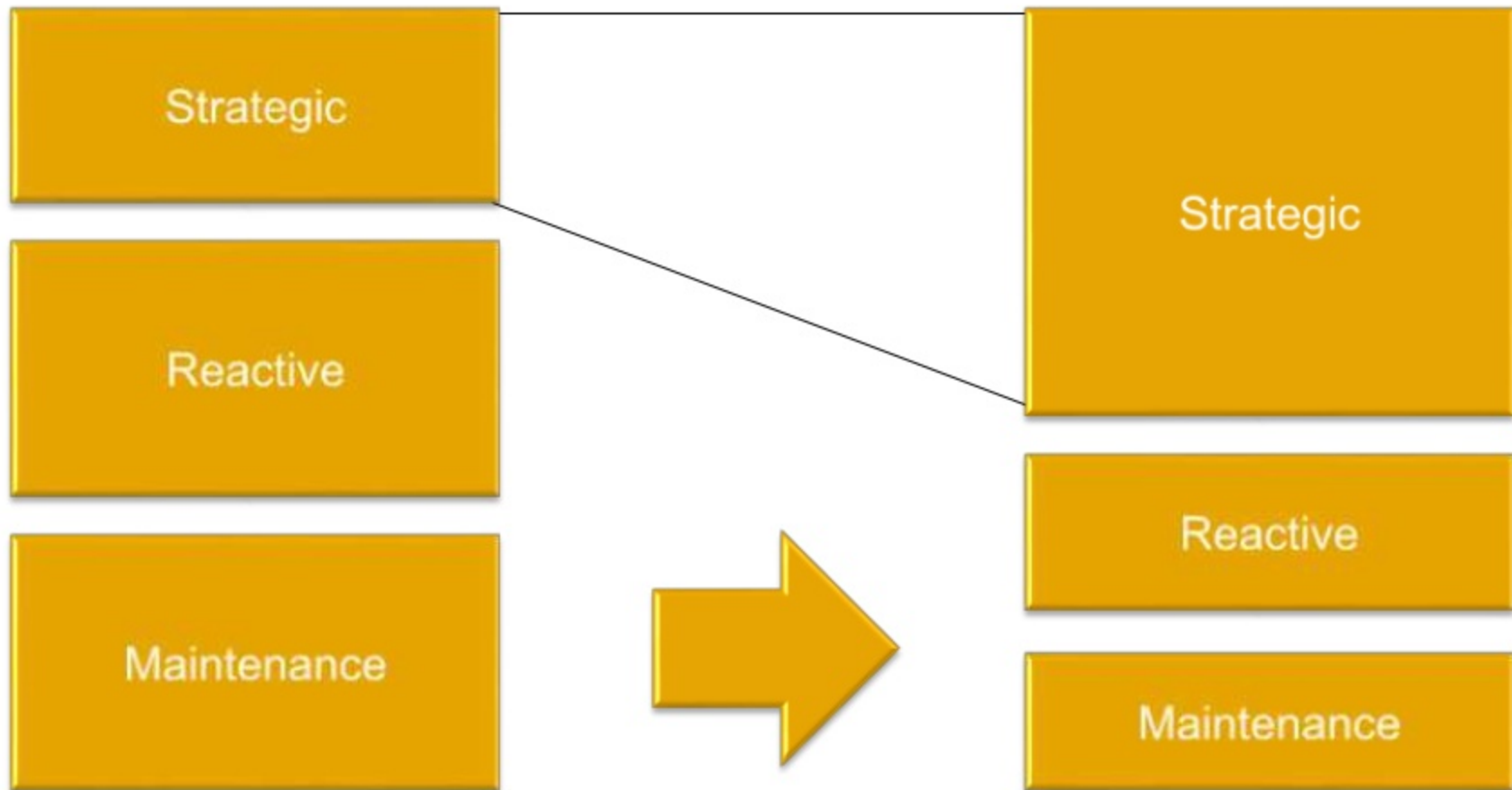
A Business Intelligence Competence Center (BICC) is a **cross-functional organizational team** that has defined **tasks, responsibilities, roles and skills** for supporting and promoting the effective use of Business Intelligence across an organization

*Note that Gartner says that “Competency Centers” have a bad reputation, and now recommends “Business Analytics Team”...*



# Basic Goal: Make BI More Strategic and Cost-Effective

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# BICCs Bring Big Benefits

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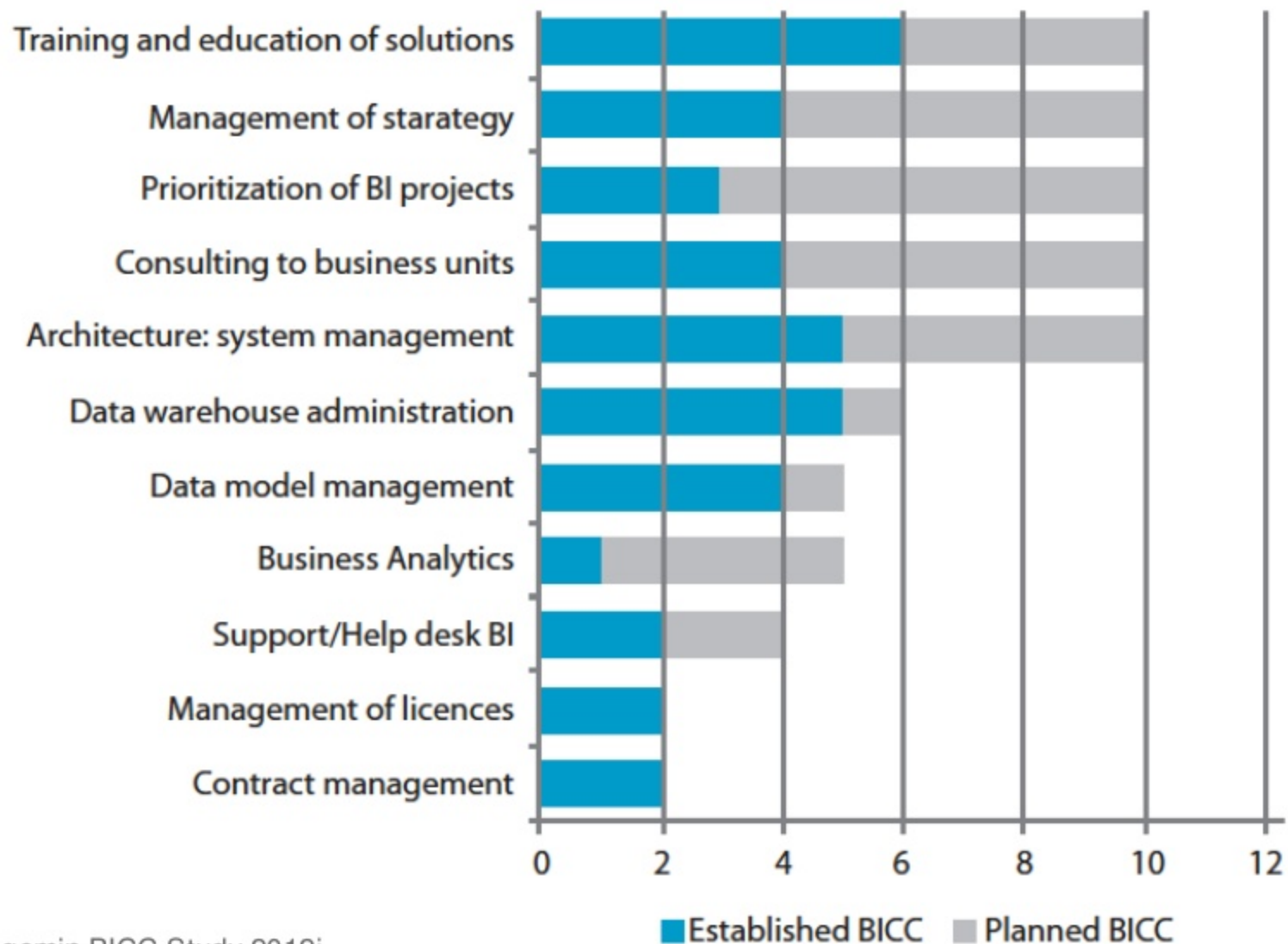
## **Every winner of a BI Best Practice Award has a BICC**

- (but beware of correlation and causation)

## **Organizations With A BICC see:**

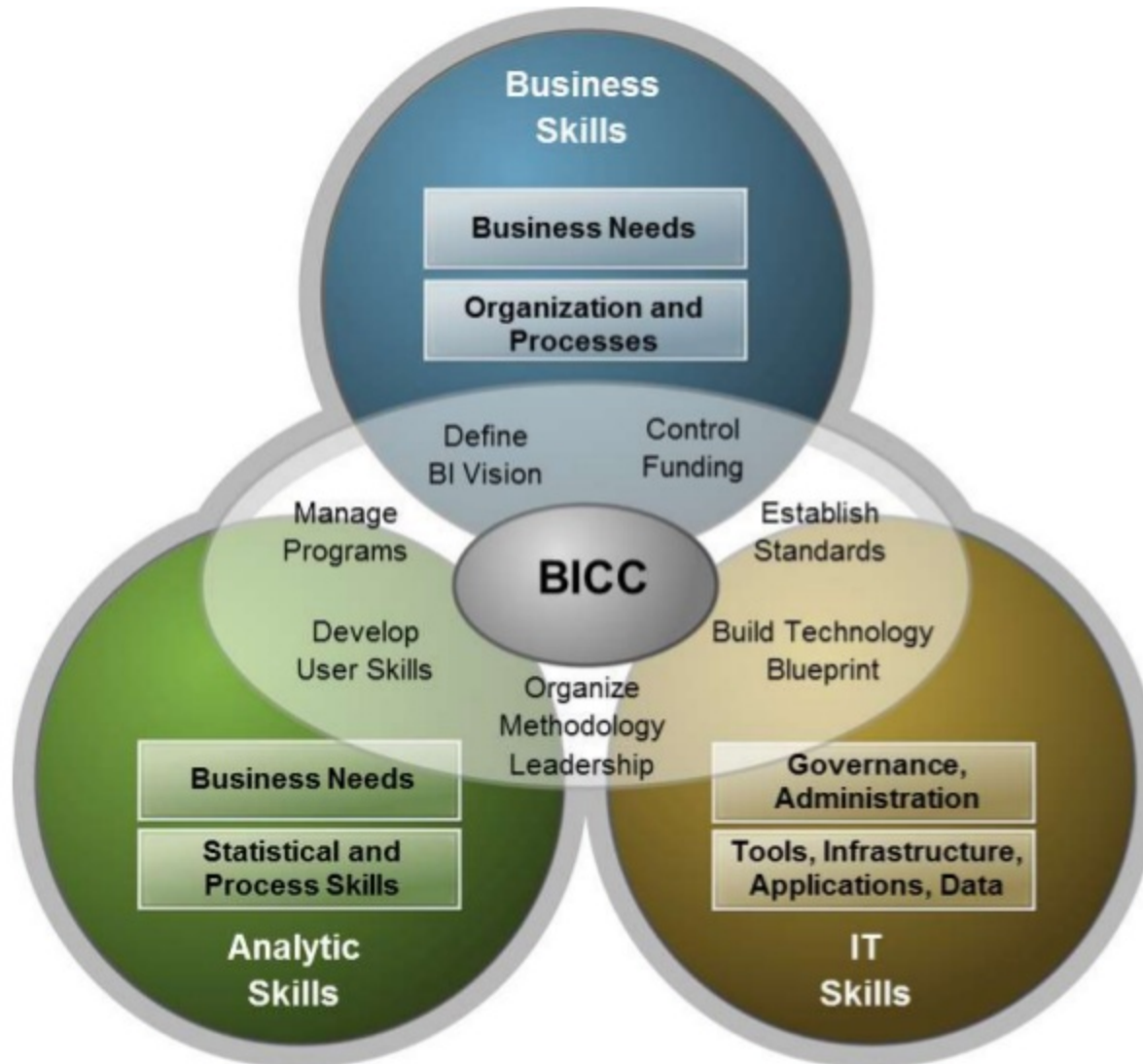
- Increased usage of Business Intelligence (74%)
- Increased business user satisfaction (48%)
- Better understanding of the value of BI (45%)
- Increased decision-making speed (45%)
- Decreased staff costs (26%)
- Decreased software costs (24%)

# The Main Functions and Responsibilities of a BICC



Source: [Capgemini BICC Study 2012i](#)

# BICC Key Skills



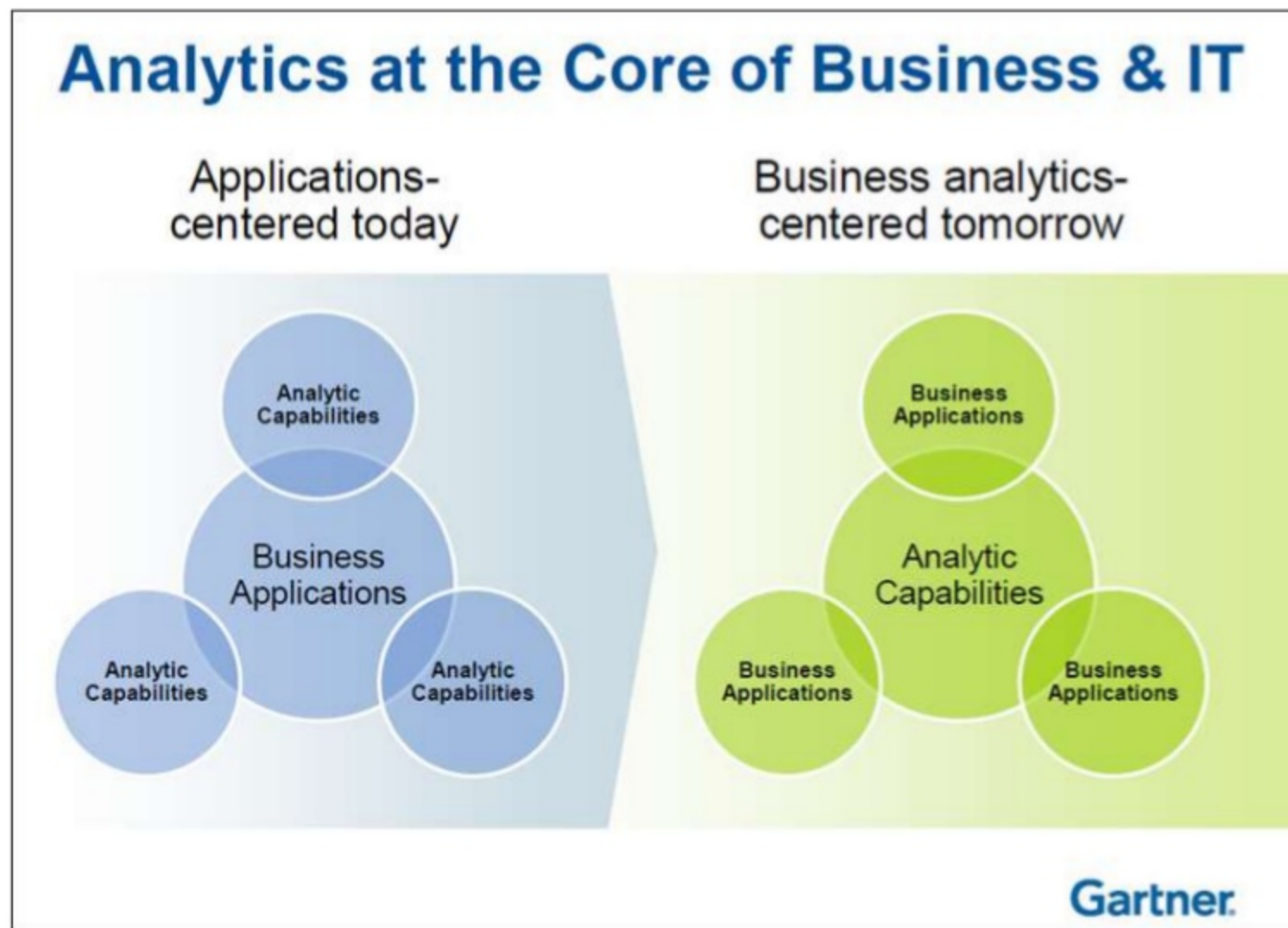
Source: Gartner



# What Changed?

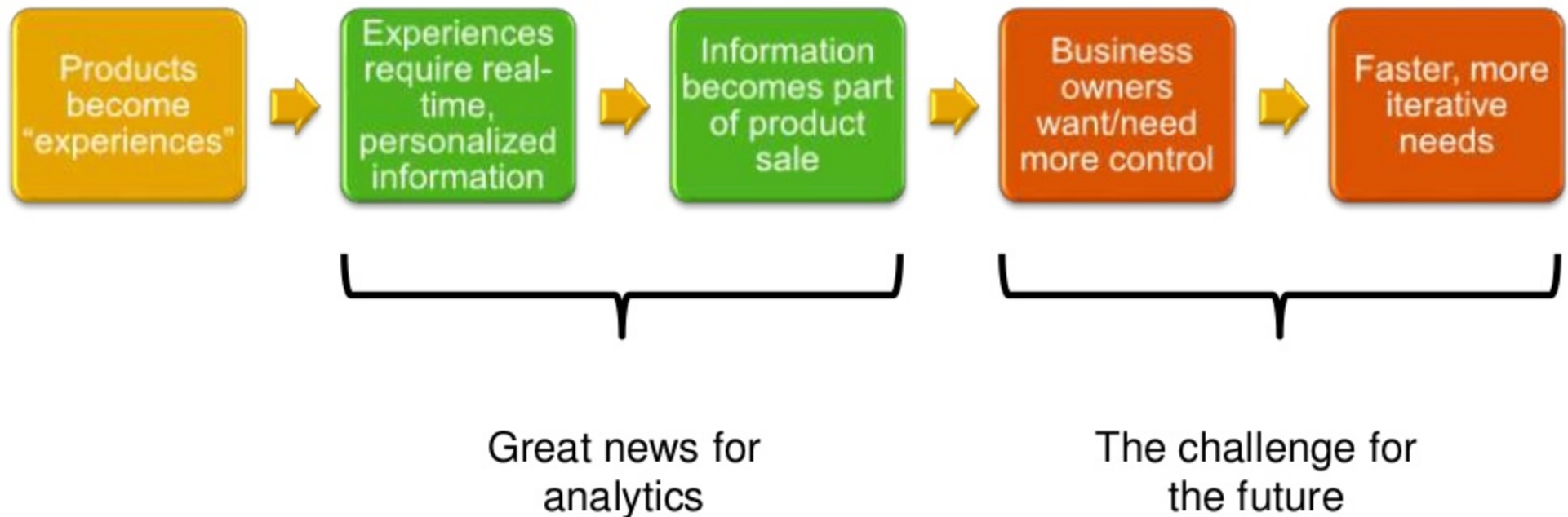


# Analytics Is The New Heart of Business



# Information Becomes a Profit Center

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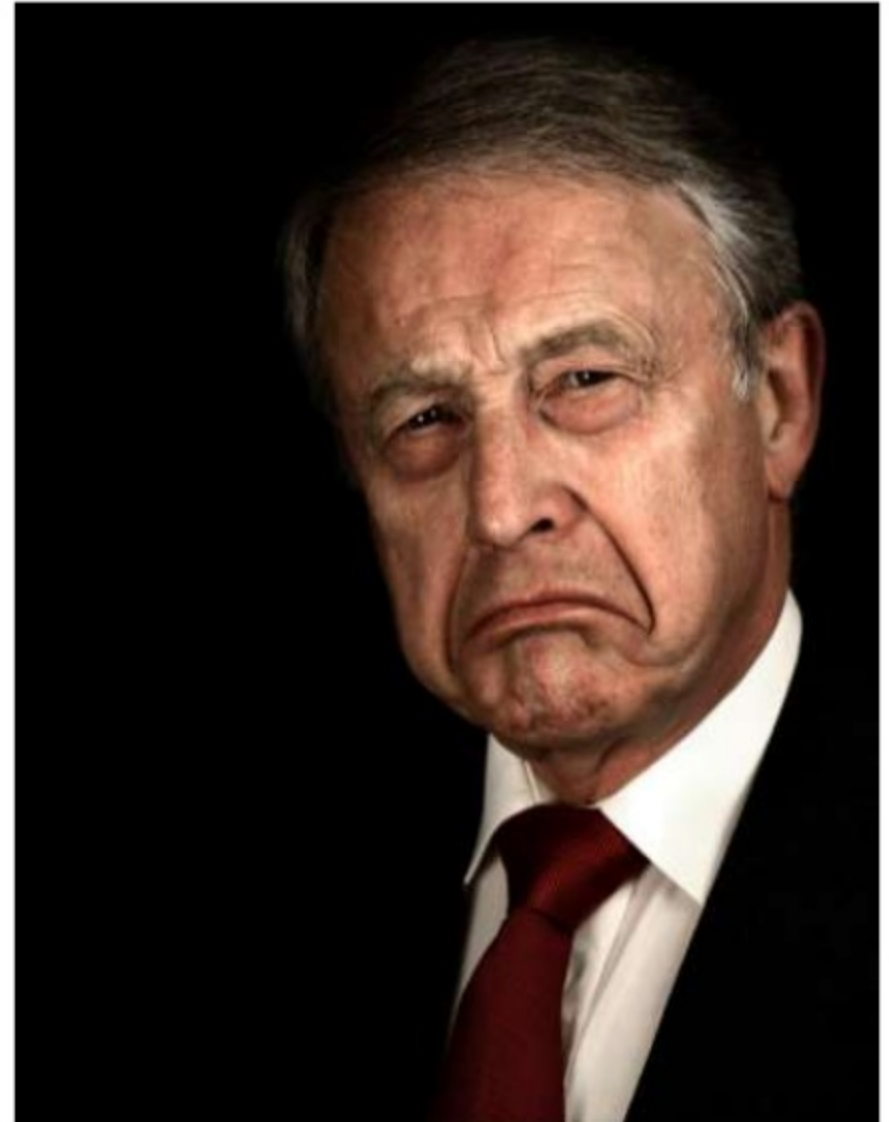
# Democracy and Empowerment Has Made Us Unhappy!

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**Consumerization of IT**  
**Employee-driven technology**  
**Business-led budgets**  
**Customer-facing needs**  
**More external data**  
**Speed of change**



**Increased business frustration**  
**Increased IT frustration**



# Lots of New Techniques and Technologies

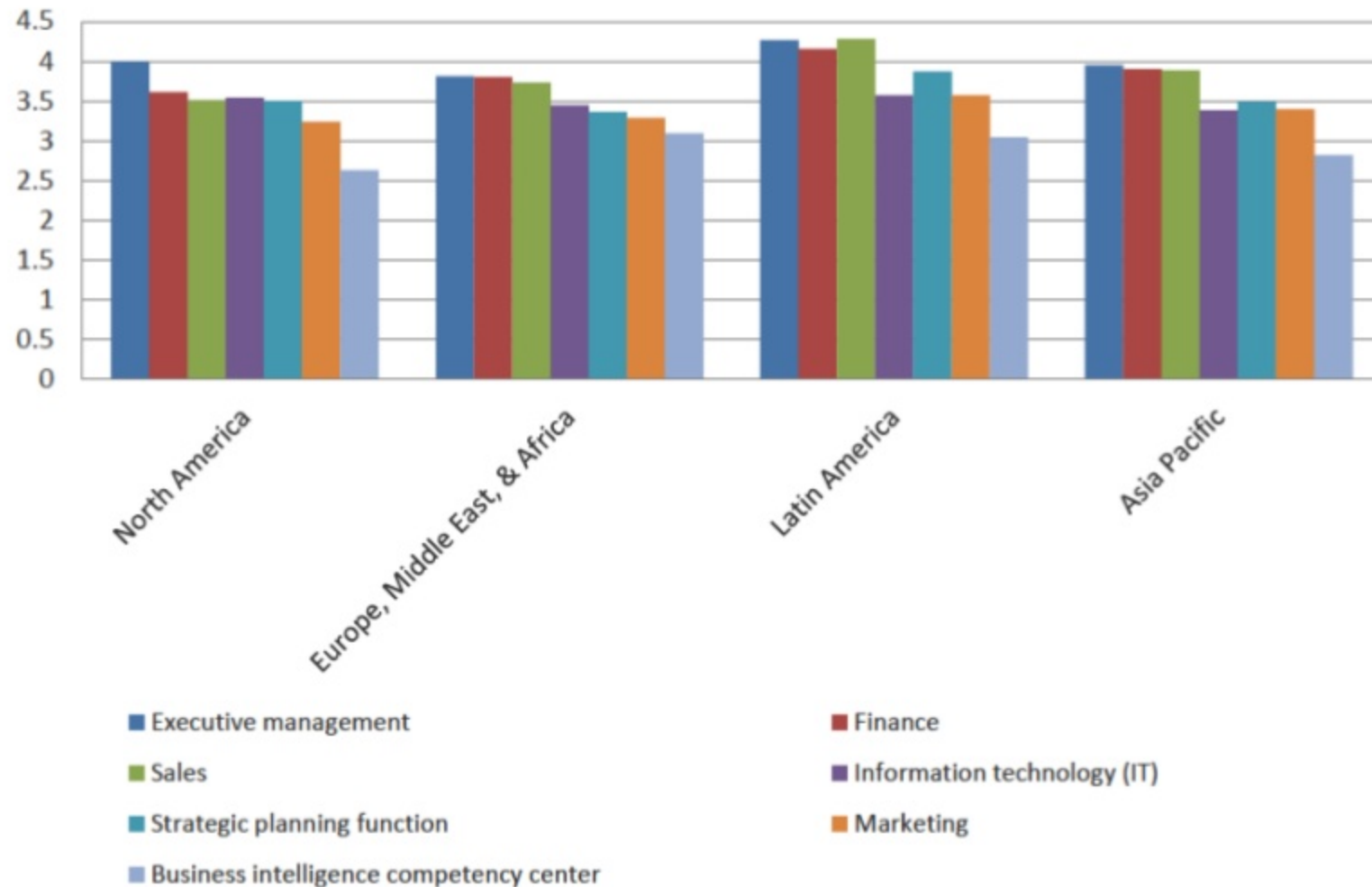
Businesses struggling to provide coherent approach



Source: Gartner



# But BICCs Are Not Driving BI



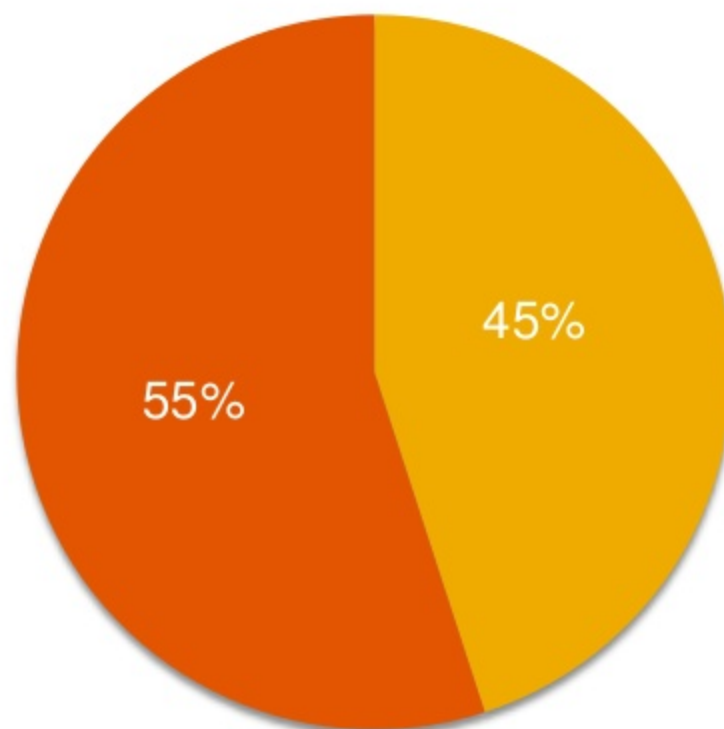
# The Majority of Data Users Need Isn't In The System

“We found, on average, that 45% of the data business people use resides outside of the enterprise BI environments.

**An astonishingly miniscule 2% of business decision-makers reported using solely enterprise BI applications.**

This is undoubtedly connected to 76% of business respondents indicating they continue to resort to spreadsheets and other homegrown BI applications to analyze BI data. ”

Source: Forrester

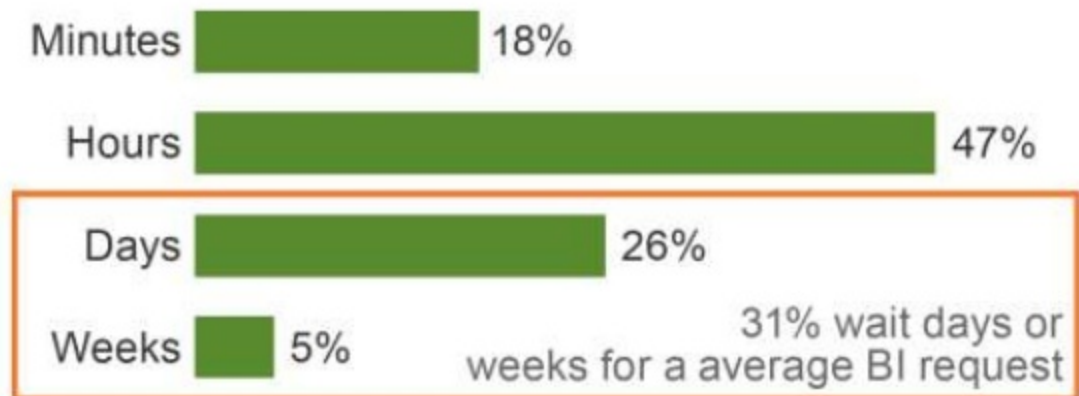


- In enterprise systems
- Not in enterprise system

# Enterprise Systems Are Too Slow

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**“When asking for help from technology management, how quickly do they turn around an average BI request (a report from a single data source)?”**



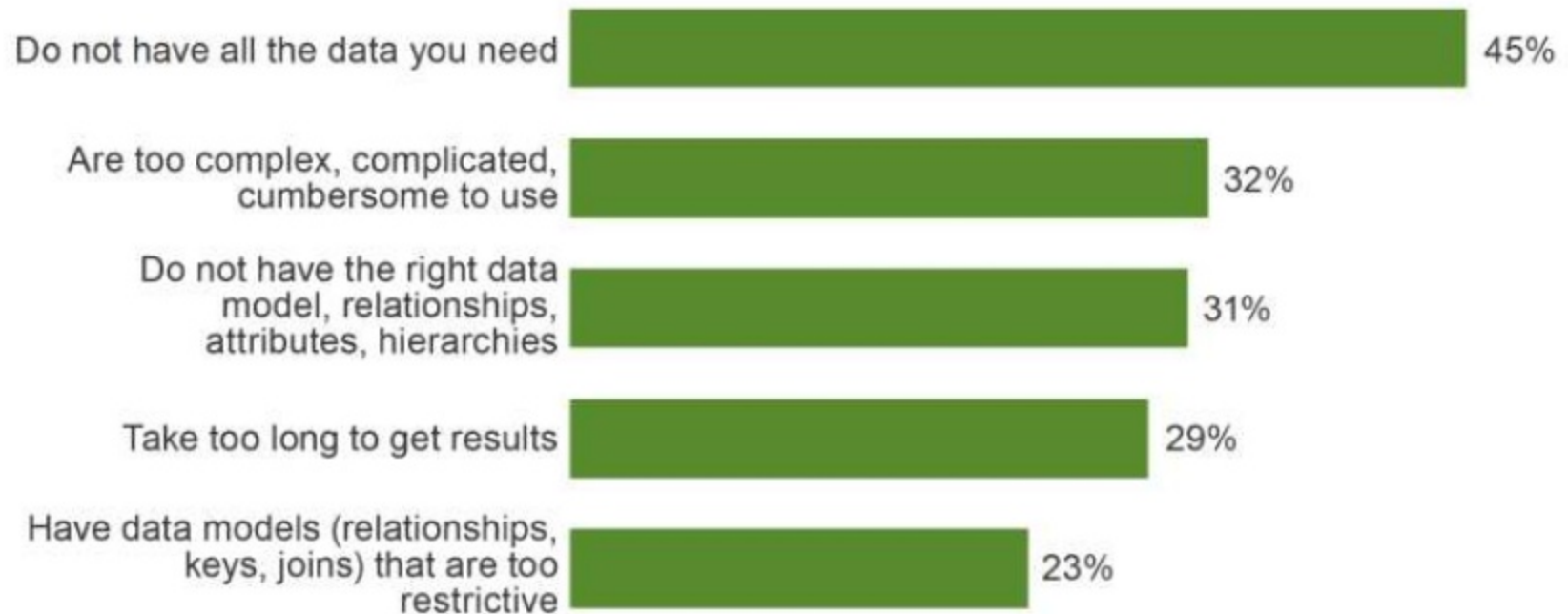
Base: 171 business decision-makers who influence BI decisions

Source: A commissioned study conducted by Forrester Consulting on behalf of SAP, March 2014

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# Enterprise BI: Too Little Data And Too Hard to Use

**“Why do you sometimes choose not to use enterprise BI applications?”**  
(Enterprise applications . . . )



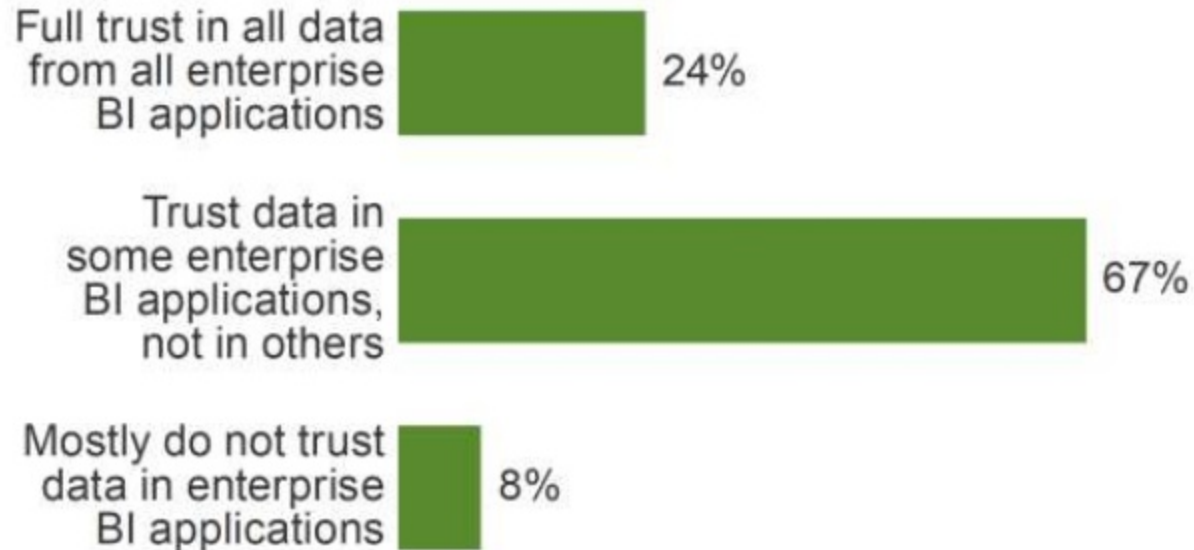
Base: 302 business and IT decision-makers who influence BI decisions

Source: A commissioned study conducted by Forrester Consulting on behalf of SAP, March 2014

# Business Users Do Not Fully Trust Enterprise Data

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**“How much do you trust data available  
in your enterprise BI applications?”**



Base: 171 business decision-makers who influence BI decisions

Source: A commissioned study conducted by Forrester Consulting on behalf of SAP, March 2014

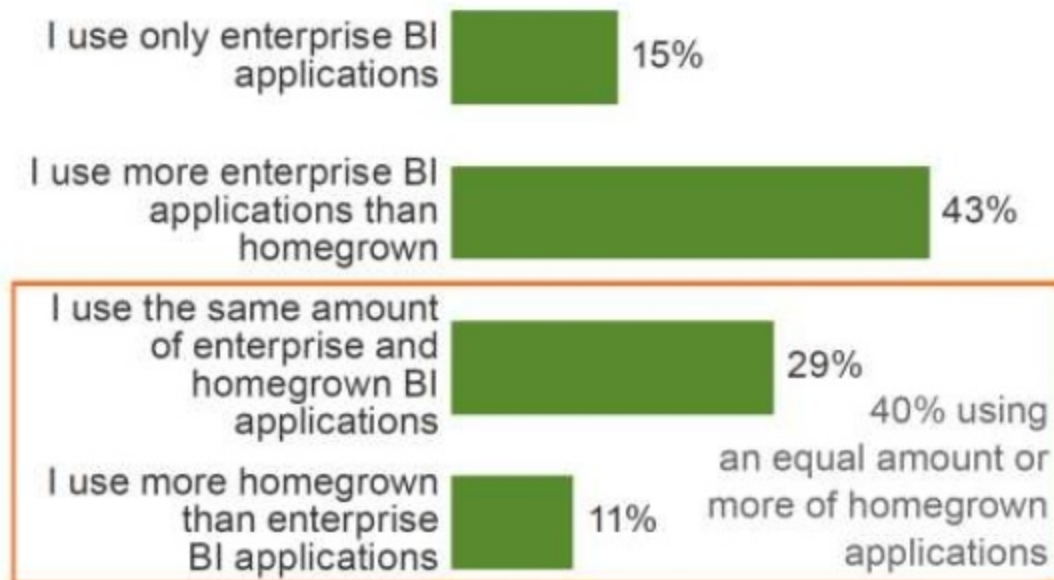
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# So Users Turn To Their Own Systems

**40% are using an equal amount or more of homegrown applications**

**“Which BI applications do you use more, enterprise BI applications or your own homegrown BI applications?”**



Base: 368 business and IT decision-makers who influence BI decisions  
Source: A commissioned study conducted by Forrester Consulting on behalf of SAP, March 2014

# Basic Conflict

**BI programs have struggled to clearly define roles and responsibilities between IT and business users in a self-service BI delivery model.**

**Few BI programs have been able to find a workable balance between business user empowerment and governance with self-service data discovery.**

