

Business Intelligence Strategy

Review and Recommendations





Executive Summary

Becoming an intelligent leader in



Our prime position in the market, gives us exceptional access to rich sources of data, that we can combine with our own internal sources of data to generate unparalleled and valuable insights, for instance:



In order to fulfil these aims, we must invest in a BI strategy that underpins our future operational effectiveness, by ensuring that we and take a leading role in the future digital transformation of



This BI strategy review outlines our BI vision and defines how to achieve that vision by developing strengths in a range of capabilities aligned to our **business goals, business processes, people** and **BI technology**. A phased roadmap of initiatives is proposed, which is designed to deliver benefits by working towards the realisation of a target-state where:

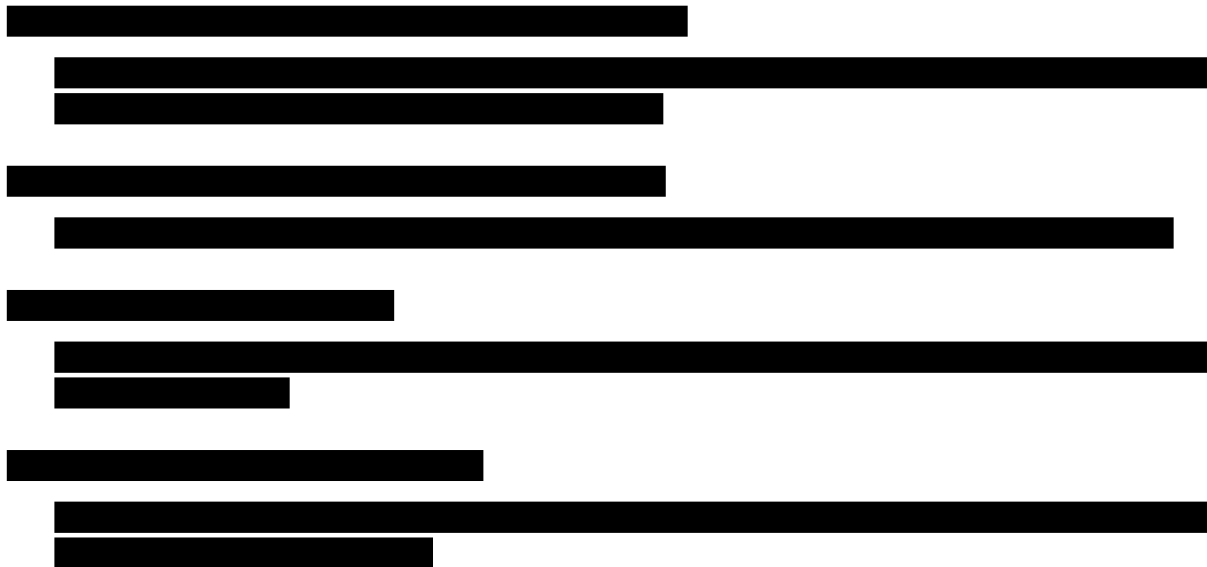




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The Scope of This Document

This document does:

- Set out a strategic BI vision for [REDACTED]
- Explain the components of a successful BI strategy.
- Assess the current state of [REDACTED] BI capability maturity.
- Outline the BI capabilities required for [REDACTED] achieve its strategic goals.
- Propose a phased approach to improving [REDACTED] BI capabilities.

This document does not:

- Depict plans, timelines, costs or specifications for activities relating to specific projects or solutions.





Why BI Is Important to [REDACTED]

How BI supports our strategic goals

The [REDACTED] business plan sets out key focus areas which support our purpose: [REDACTED]

[REDACTED] These are:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Success in these focus areas is highly dependent on a reliable supply of data analyses and information that is relevant to our business processes, consistently accurate, and highly actionable.

To emphasise just a few examples:

[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]





BI Vision

The meaning of true business intelligence

Business intelligence is about more than just creating reports and dashboards, which on their own, deliver very little if any value at all. The value of information is only realised, when it is used by people to deliver a beneficial outcome.

Therefore, true business intelligence is defined by a state of business operations, where the information generated is wholly relevant to supporting the business's goals, and that information is accurately interpreted and applied to operations in ways that drive achievement of those goals.

How [redacted] will attain true business intelligence

Whilst there are many specific BI capabilities that [redacted] must develop to attain true business intelligence, there are just four principles of an underlying strategic data foundation that will empower us to achieve high-value BI. Those four principles are:

[redacted]

[redacted]
[redacted]
[redacted]

[redacted]

[redacted]
[redacted]
[redacted]

[redacted]

[redacted]
[redacted]
[redacted]

[redacted]

[redacted]
[redacted]
[redacted]





Strategic BI Capabilities

The building blocks of a successful BI strategy

This BI strategy review assesses BI capabilities in the four key dimensions of: **Goals**, **Processes**, **People** and **Technology**.



The  BI Strategic Model

These four dimensions combine in a strategic approach which seeks to:

1. Generate the right information that will support the achievement of our business **goals**.
2. Ensure our business **processes** use information efficiently to optimise operations.
3. Assure BI benefits by ensuring that our **people** accurately interpret and effectively apply information in their roles.
4. Use BI **technology** that is cost-effective and appropriate for achieving our business goals.





BI Capability Assessment

BI Capability Model

To understand the current BI capability of the organisation alongside the required BI capability to achieve the strategic objectives, a structured assessment was conducted [redacted], based on information gathered from interviews with key stakeholders. Additionally, a SWOT analysis was conducted to support the overall current state assessment and inform definition of the target state.

The information gathered was collated and evaluated, across the four key dimensions of BI capability; goals, processes, people and technology. A range of capabilities which are relevant to [redacted] BI objectives were identified and are illustrated here in [redacted] **BI Capability Model**.



The [redacted] BI Capability Model





BI Capability Framework

To inform a clear understanding of [redacted] BI Capability Model, and to support its effective use, this underlying BI Capability Framework describes the role, purpose and objective of each capability in the BI Capability Model.

Business Goals
Strategic Goal Setting
[redacted]
[redacted]
[redacted]
[redacted]
[redacted]
Strategic Goal Mapping
[redacted]
[redacted]
[redacted]
[redacted]
[redacted]

Business Processes
Business Process Architecture
[redacted]
[redacted]
[redacted]
[redacted]
Business Process Alignment
[redacted]
[redacted]
[redacted]
[redacted]
[redacted]





Business Processes
BI Solution Planning
[Redacted]
[Redacted]
[Redacted]

Business People
BI Adoption
[Redacted]
[Redacted]
[Redacted]
[Redacted]
BI Interpretation
[Redacted]
[Redacted]
[Redacted]
[Redacted]
[Redacted]





Business People
BI Application
[Redacted]
[Redacted]

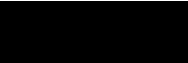
BI Technology
Data Quality
[Redacted]
[Redacted]
[Redacted]
BI Architecture
[Redacted]
[Redacted]
[Redacted]
Analysis, Reporting & Visualisation
[Redacted]
[Redacted]
[Redacted]
[Redacted]
[Redacted]





BI Technology
Information Governance
[Redacted]
[Redacted]
[Redacted]
[Redacted]





The current state of [redacted] BI capabilities

Based on information obtained from stakeholder interviews and a high-level assessment of [redacted] current BI processes and systems, [redacted] analysed the current strength of each of the BI capabilities in [redacted] BI Capability Model. The result of that analysis has been measured using simple 'RAG' statuses. The definition of each 'RAG' status is:

- Red No meaningful capability.
- Amber Capability is not sufficient to support achievement of our goals.
- Green Capability is sufficient to support achievement of our goals.

When those measures are applied to [redacted] BI Capability Model, the following picture emerges:



The current state (RAG) of [redacted] BI Capabilities





current vs target BI capabilities

To more robustly define the current state of [redacted] BI capabilities in qualitative terms, the following table describes the current state of [redacted] BI capabilities and compares that to a target state that represents an ideal level of BI capability strength for [redacted]

Dimension	Capability (RAG)	Target State	Current State
Business Goals	Strategic Goal Setting	[redacted]	[redacted]
	Strategic Goal Mapping	[redacted]	[redacted]
Business Processes	Business Process Architecture	[redacted]	[redacted]
	Business Process Alignment	[redacted]	[redacted]





Dimension	Capability (RAG)	Target State	Current State
Business Processes	BI Solution Planning	[Redacted]	[Redacted]
Business People	BI Adoption	[Redacted]	[Redacted]
	BI Interpretation	[Redacted]	[Redacted]
	BI Application	[Redacted]	[Redacted]





Dimension	Capability (RAG)	Target State	Current State
BI Technology	Data Quality	<p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p>	<p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p>
	BI Architecture	<p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p>	<p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p>
	Analysis, Reporting & Visualisation	<p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p>	<p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p>





Achieving Target State BI Capability

Prime recommendations for building the capabilities to realise our BI vision

In the course of achieving target state BI capability maturity and based on our goals and the observations made [REDACTED] these aspects particularly stand out as requiring rigorous action.

[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]





Strategic Implementation

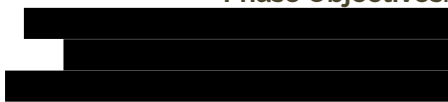
The way forward to achieving target BI capability maturity

The path to target state BI capability and achievement of the BI vision, should naturally be approached through a series of incremental phases, as illustrated in the following phase diagrams:

Phase One Target State

Phase Theme:
Foundation building.

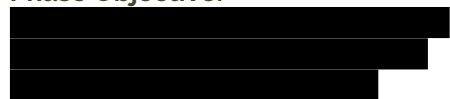
Phase Objectives:



Phase Two Target State

Phase Theme:
Lay a path to highly relevant and valuable BI.

Phase Objective:





The way forward to achieving target BI capability maturity (continued...)

Phase Three Target State

Phase Theme:
BI systems optimisation.

Phase Objective:
[Redacted]



Phase Four Target State

Phase Theme:
Maximise BI value.

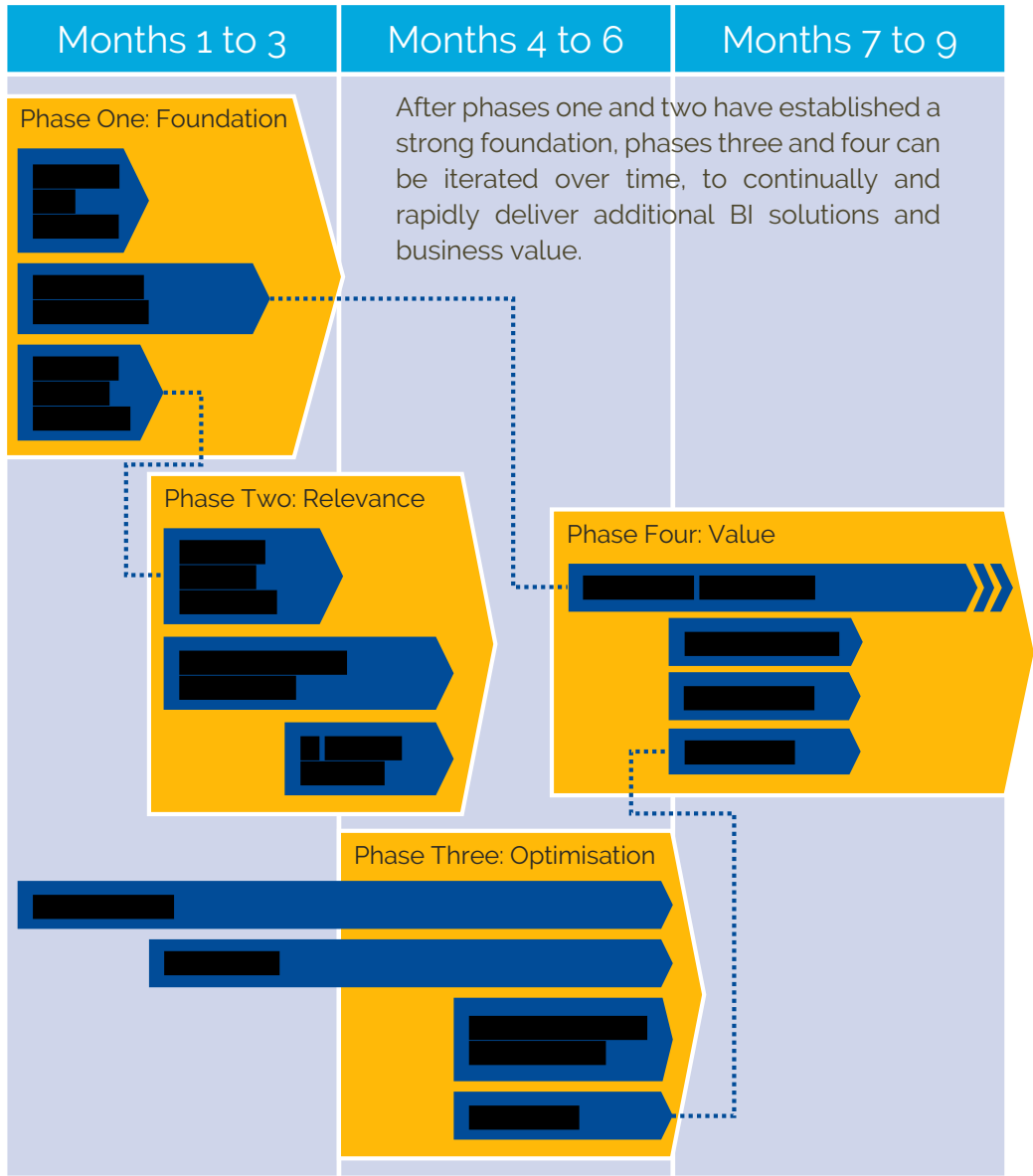
Phase Objective:
[Redacted]





Implementation roadmap

This high-level and illustrative roadmap sets out an appropriate sequence of activities throughout the four phases. In general terms, and reflecting on the objective theme of each phase, focus should first be placed on [redacted]. Then next, we can build on that [redacted] before developing and delivering solutions according to [redacted]. Finally, we will begin the ongoing process of measuring the value of BI outcomes and assuring that the expected BI benefits are realised.



An illustrative BI capability implementation roadmap

The timelines in this roadmap are indicative and must be refined through adequate planning prior to any BI capability development work commencing. That said, realisation of measurable business value should be initially targeted within a 9-month period. Following which, smaller iterations of BI capability evolution should be targeted within 1 to 3-month periods.

