

Business Intelligence Maturity Model

The six-stage BI Maturity Model shows the trajectory that most organizations follow when evolving their BI infrastructure from a low-value, cost-center operation to a high-value, strategic utility that drives market share. The model provides a

big picture view of where a BI program is, where it needs to go, and how to get it there. No organization evolves through the six stages at the same rate or in the

same way. Many exhibit characteristics of multiple stages at the same time; few move cleanly and precisely from one stage to the next.

BI Adoption Curve

Most organizations go through six stages when evolving their BI environment from a cost-center operation to a strategic resource that drives the business and shapes the market. The bell-shaped curve indicates that most organizations have reached stages three and four as "BI adolescence," marked by unstable funding, lukewarm usage, and the continued presence of spreadsheets.



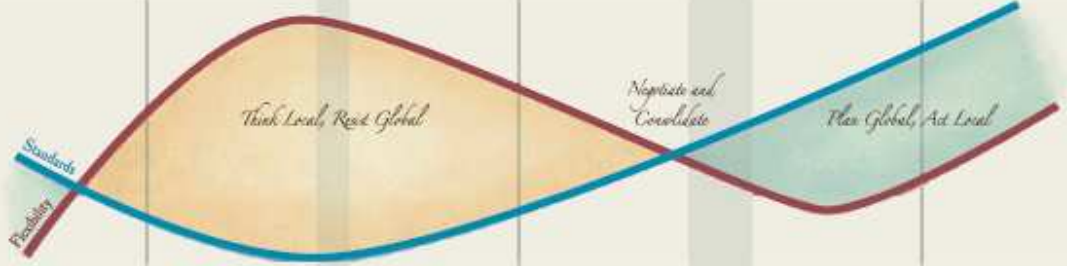
The Gulf
To cross the Gulf, organizations must convert users from spreadsheet-based, standardized views of information. The BI tools and data warehousing environment must deliver 150 percent of the value and functionality of spreadsheets.

The Chasm

The Chasm is even harder to cross than the Gulf. Here, executives need to perceive BI as a business driver, status symbol, strategic resource, and the IT department needs to consolidate analytical silos and rapidly deliver new applications and reports to meet new and fast-changing business information requirements.

Local Control versus Enterprise Standards

In the early stages of BI, power users equipped with spreadsheets exert tremendous control over the content and display of information. This control declines in subsequent stages as departments, divisions, and finally, the enterprise negotiate information standards. Once all data is modeled and managed in the BI environment, business users equipped with powerful BI tools create new views, analyses, and reports more quickly than ever, finally balancing the dual need for standards and flexibility.



ARCHITECTURE

Management Reporting

Spreadsheets

Data Marts

Data Warehouse

Enterprise Data Warehouse

Analytical Services

SCOPE

System

Individual

Department

Division

Enterprise

Inter-Enterprise

TYPE OF SYSTEM

Financial

Executive

Analytical

Monitoring

Strategic

Business Service

ANALYTICS

Paper Report

Briefing Book

Interactive Report

Performance Dashboard

Predictive Analytics

Embedded BI

BI Usage

Information is primarily exploited by power users in the early stages of BI, but this changes rapidly once organizations deploy dashboards and scorecards that graphically merit performance and chart individual and group progress toward achieving strategic goals. These user-friendly BI tools guide users through the data in a structured fashion as they can investigate problems and issues without getting lost in the data.



USER

All

Analyst

Knowledge Worker

Manager

Executive

Customer

BI FOCUS

What happened?

What will happen?

Why did it happen?

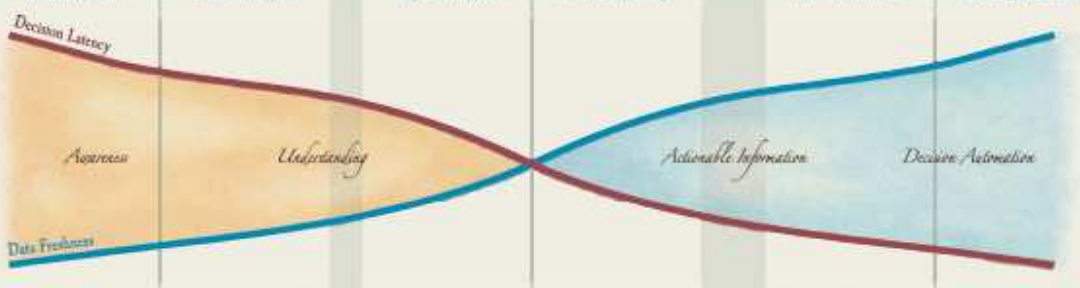
What is happening?

What should we do?

What can we offer?

BI Insight

Organizations rely on BI to answer different types of questions at each stage in their evolution. Initially, users build awareness and understanding of the business by analyzing historical trends. In subsequent stages, users exploit right-time information to work proactively to solve problems and optimize performance. In the final stage, organizations automate decisions using statistical models embedded in applications.



EXECUTIVE PERCEPTION ABOUT THE ROLE OF BI

Cost Center

Inform Executives

Empower Workers

Monitor Processes

Drive the Business

Drive the Market

Business Value and ROI

The business value of a BI environment grows slowly during the first three stages as organizations struggle to consolidate analytical silos, deliver a consistent view of information, and empower users with BI tools that conform to the way they work. Business value and ROI accelerates in the last three stages as BI becomes an enterprise resource that drives mission-critical processes and delivers rich insights for a competitive advantage.

