



Highlights

- Formalizes the Business Intelligence Competency Center (BICC) journey
 - Aligns technology, culture, people and process
 - Builds an effective partnership between Business and IT
 - Empowers senior management with a go forward plan
 - Leverages modular, scalable and proven IBM Cognos BICC model
 - Interactive workshops build a foundation “buy-in”
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Cognos BI Competency Center Planning Service

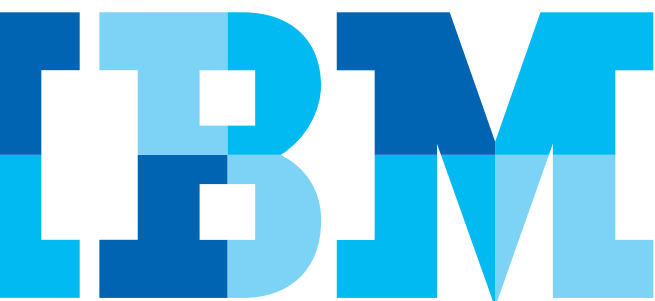
Considerations







As an organization deploys Business Intelligence (BI) on an enterprise scale the risk of chaos from a lack of standards increases. Also, if separate functions each develop their own set of best practices, there is an increasing likelihood of “reinventing the wheel” which reduces efficiency, inhibits the spread and pervasiveness of BI, and prevents organizations from realizing the full value of their BI investment. Some of the questions that often arise include:

- How can I break down the silos of data, knowledge and expertise across the enterprise?
- How can I leverage the sharing and re-use of best practices for greater efficiencies?
- How can I raise the trust or confidence in the data being used for decision making?
- How can I ensure my BI projects are aligned with the business priorities?
- How do I eliminate or minimize gaps between business expectations for BI and IT’s capabilities to deliver?
- How can I empower my end-users to become more self-sufficient while maintaining appropriate compliance?

Many of these “uncontrolled behaviors” go beyond the technology itself and encompass the culture, people and process aspects in implementing and deploying BI.

This often culminates in the creation of a BICC (or BI Center-of-Excellence, or BI Shared Service Center), a real or virtual team that includes business stakeholders who share a common need for BI. The BICC coordinates the requirements, resolves the priorities and leverages the knowledge and experience of the organization. This significantly increases the probability of on-going and incremental BI success. A BICC journey breaks down silos and corrects “uncontrolled behaviors” while introducing a level of governance, standards and knowledge sharing across the enterprise. The BICC is the lynchpin to establish your BI vision, drive your BI strategy, create your BI community, and build your BI competency.



	UNCONTROLLED BEHAVIORS	STANDARD PROCLAIMED	STANDARD ENFORCED
Organization	Silos and Gaps	Culture of Best Practice	Expanded/ Enhanced Formal BICC
Knowledge	 Knowledge Silos	 Gathering/ Grouping	 Shared and Leveraged
BI Projects	 Random Projects	 Project Registration	 Project Prioritization

Overview

The IBM Cognos BICC Planning Service ensures that your BICC foundation is designed from the ground up with proven practices in a scalable model that can iteratively grow and expand. The experience that IBM has in BI development and implementation has been instrumental in the development of a BICC framework that assists you in the establishment of an effective BICC program. Our approach addresses a number of key challenges:

- Organizational & Behavioral change – How the BICC journey, with time and persistence, enables working across silos
- Gaining support of both peers and executives – How to justify the need, value, and benefits for establishing a BICC
- Measurements of Success – How best to define and communicate the on-going success and contribution of the BICC
- Scope vs. Resourcing – What defines the scope of authority, responsibility, and resources needed to operate the BICC
- Structure & Approach – What organizational structure and approach is most suitable for your organization (e.g. centralized, decentralized, federated)

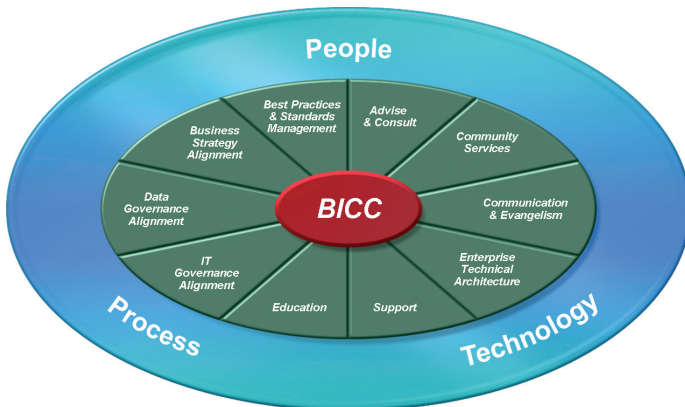
Organizations are unique in their culture and so too are the BICCs that support them. Our approach uses a series of structured, facilitated roundtable workshops with appropriate business stakeholders and IT to ensure alignment on the BICC approach and program design process. This is essential to help create executive sponsorship and drive BICC success.

Activities & Deliverables

The BICC Planning Service workshop activities & deliverables are designed to create a clear and pragmatic BICC roadmap. The roadmap is developed jointly by the IBM BICC workshop facilitators and the participants to ensure buy-in and alignment for all appropriate stakeholders. The roadmap will contain a BICC Charter which will cover Executive Support, BICC Scope, Goals, Measurements of Success, Model and Structure, Resources, Measurements of Success, immediate and long term priorities and Success Criteria. These recommendations will help your organization to establish a solid foundation for a successful BICC program.

Objectives

- Engage Cross Functional Teams to achieve alignment
- Define a sustainable and pragmatic BICC Charter with Executive Proclamation of Support
- Define BICC Goals, Prioritization, Structure, Model, Roles and Responsibilities
- Measure BICC Components Maturity, prioritize on BICC initial Focal Areas
- Achieve alignment on Quick Wins and Iterative Success Criteria



Key Activities

1. Setup pre-workshop activities and information gathering
2. Perform interviews with key stakeholders from both Business and IT for present and future state requirements
3. Facilitate interactive and participatory readiness and planning workshops, group voting and exercises
4. Synthesize the findings and recommendations to produce pragmatic roadmap to move forward
5. Review observations and recommendations with key stakeholders to achieve alignment on next steps

Key Deliverables

- Facilitation of workshops and group alignment
- BICC Charter
 - BICC Scope and primary Focal Areas / Components Approach
 - BICC Goals and Outcomes, Measurements of Success
 - Organizational BICC Design
 - Role Descriptions, responsibilities and skills required
 - BICC approach to the business
 - BICC – Steering Committee
 - Quick Wins / Phased implementation plan
- Observations, Proven Practices, Recommendations

BICC Playbook & Charter **ALIGNMENT**

Engages Cross Functional Teams to achieve alignment

BICC Alignment Primer

BICC Executive Support

BICC Executive Charter

BICC Goals & Prioritization

BICC Components & BICC Scope

BICC Proven Practices **STRUCTURE**

BICC Structure & BICC Staffing

BICC Measurements of Success

BICC Success Criteria

BICC Steering Committee

BICC Organizational Roles Definition

Quick Wins Plan

Benefits

- Provides Business Segments alignment on BICC Design, Objectives, Success Criteria, Size, Charter and Timeline
- Provides specific observations and recommendations supporting BICC proven practices and implementation thereof
- Formalizes the BICC journey while proclaiming Executive Support
- Aligns both Business and IT into a pragmatic BICC Scope and Plan deliverables

Engage Today

By engaging this service you will benefit from the deep experience and knowledge of IBM Cognos BI implementation and BICC product experts together with our proven set of practices gained from a wide range of customer engagements. IBM Business Analytics Lab Services can help build your solution with confidence while ensuring that the business needs and expectations of your organization are met.

Strengthen your understanding, planning and communication of the value of a BICC and how it might work in your organization by reading the [IBM Cognos BICC White Paper](#).



About IBM Business Analytics Lab Services

The Business Analytics Lab Services organization provides expert services and education exclusively focused on the Business Analytics product portfolios. Our depth of experience and extensive proven practices service offerings help customers maximize their software investment, mitigate risks, raise the quality of their implementations, and build valuable skills. We have provided education, advice, guidance, and assistance to thousands of clients around the world ensuring their business analytics implementations are optimized to take full advantage of our product capabilities.

Contact us

For more information about how IBM Cognos Lab Services can assist you, complete the Services Request form www.ibm.com/cognos/contactus on our website.

An IBM Cognos representative will respond to your inquiry within two business days.

About IBM and Cognos BI and Performance Management

IBM Cognos business intelligence (BI) and performance management solutions deliver world-leading enterprise planning, consolidation and BI software, support and services to help companies plan, understand and manage financial and operational performance. IBM Cognos solutions bring together technology, analytical applications, proven practices, and a broad network of partners to give customers an open, adaptive and complete performance solution. Over 23,000 customers in more than 135 countries around the world choose IBM Cognos solutions.

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