

IBM WHITE GLOVE EVENTS

Moderator: Tim O'Brien
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Operator: Good day, welcome to today's Web conference. During today's event all participant lines have been muted to prevent background noise. If you require technical support at any time please press star then zero on your touch tone phone and someone will assist you. This event is being recorded.

There will be a question and answer session after the formal comment. You may submit questions electronically throughout today's presentation using the question and answer feature on the Web. To do so you will first need to exit full screen view by pressing the escape key on your keyboard. Select the question and answer option located to the left of your screen under meeting features. Then simply type your question into the area provided and submit.

Please note that your Web questions are private and only the presenters will see them. We will gather your questions throughout the presentation and address them as time permits during the Q & A session. Again, today's session is being recorded. We will pause for a moment to initialize the recording. Please stand by.

We would like to welcome everyone to today's Web event titled "Getting More Out Of BI, Reduce, Recycle, Reuse." At this time it is my pleasure to turn the floor over to Mr. Tim O'Brien. Mr. O'Brien, you have the floor.

Tim O'Brien: Thank you very much and welcome everyone to the fourth installment of the BI strategies Webcast taking place the fourth Tuesday of every month. This is the fourth installment where we're bringing in our IBM Cognos Innovation Center Advisor (Dave Kassabian) from the Pervasive Performance Group to

talk about BI strategies and as I mentioned the fourth installment. Today he's going to talk about recycle, reduce, and reuse which really is leveraging your existing BI assets to a greater extent and excited to bring Dave on to chat with you all.

Very quickly wanted to spend a minute to talk about some of the new things going on in the IBM Cognos Innovation Center. What is performance management? We hear this notion of performance management, want to make sure it's pretty clear what that is translated into your terms and then we'll have Dave come on in a few minutes.

So, real quickly about the Innovation Center. In case you're all not aware we're a membership based community consisting of IBM Cognos customers. We've got a global community of over 6,000 members. We partner with third party thought leaders like (Dave Kassabian) from the Pervasive Performance Group who offer thought leadership and speak at our events coming in as a vendor agnostic resource to deliver best practices to our membership and sometimes it's not only just best practices, but it's the right practices depending on your organization.

So, we're excited to be bringing Dave in today, but we've got many other thought leaders we work with as well and research white papers that they provide members. I encourage you all to sign up for the Innovation Center. You can just go to [IBM.com /Cognos/Innovation-Center](http://IBM.com/Cognos/Innovation-Center). And these are just some of the things we do for our membership on a month-to-month basis.

One thing I did want to point out in there are the IBM Cognos performance blueprints. These are prebuilt data process and policy models. Essentially what that means is these are models that reflect a particular business practice that most organizations would have instilled into their organization. And so we build blueprints, these are a technology, an asset around certain practices such as work force planning, head count, and compensation planning, capital expenditure planning, and many others along functional lines. And we've got a number of blueprints that are built as industry specific solutions.

So, think oil and gas, think retail, manufacturing, and many other industries. We've got these prebuilt models that have a BI layer on them as well for reporting. And we find a lot of customers will use these, not necessarily even as is but they'll take them as kind of an end goal for where they want to get to because these blueprints reflect best practices along these functional practices that I mentioned that we gleaned from other organizations to make sure that these blueprints represent a broad swaft of each one of those practices.

So we find that customers might use 75, 80 percent of what's contained in the asset and customize it to their particular needs. And as I might not have mentioned these blueprints are free, free to Innovation Center members. And by the way it is also free to become an Innovation Center member. So I encourage you all to sign up.

Just real quickly, a way to stay connected to the Innovation Center. We just launched this IBM Cognos Innovation Center widget and it contains all of the assets that we provide to our community. It not only contains just the asset white papers, customer success stories, performance blueprints, Webcast live events, but also a link to our online community. Our LinkedIn group, our Twitter account, you can also easily forward this to people.

Say there is an event you're looking at that you think a colleague or a friend might have a particular interest in it's very easy to forward that on to them through the solution. So, that's on our site. And I believe you have the URL, but encourage you all to download that widget. It's an easier way to stay connected with what we're doing.

So, I did mention I was just going to briefly talk about this notion of performance management. And I think we'll all agree that there are many factors involved in improving performance. But I think one that definitely stands out as critical is the decision making that goes on at all levels of an organization.

The speed of business today, the decentralized nature of decision making going on today to stay competitive, to stay ahead of the competition and be that nimble organization that you need to be to stay alive in this business

climate you need to decentralize that decision making and that means empowering people regardless of their level in the organization, regardless of what function they sit in, and regardless of their geography.

Decisions are taking place every day. And if those decision makers are delivered the right information that's on target, it's reliable and it's actionable they're going to make better decisions. And it's going to be more data driven decision making versus gut based decision making.

And if that information that they are provided, if that information isn't considered reliable, credible, if it isn't on target, if it isn't timely I think we'll all agree that the decisions that they make might not be as accurate, as thorough as they could have been had they had the right information.

And so performance management just simply addresses those questions that a decision maker makes. Very simply, a decision maker is going to ask the question first, how are we doing. Imagine you've got a set of key performance indicators that you're looking at on a day-to-day, week-to-week, month-to-month basis. Say its on-time customer shipments, your shipping company; it's very critical that you get product to the end user, the receiver on time as planned.

If you're below target, if you're looking at how you're doing a key performance indicator says you want to have 100 percent on-time shipments. If you're only achieving 89 percent we have a problem, right. Well then the next question you're going to ask is why. You're going to want to drill through and context on that 89 percent and understand why you're below your target. And once you've drilled through and context and that's typically through a business intelligence type solution, a reporting and analytical solution, you're then going to want to go to the next step which is to course correct appropriately. Once you've identified that problem and it's what should we be doing and typically this is done through planning, budgeting, and forecasting solutions.

And then the loop goes back to the how are we doing because you then want to continue to measure and monitor your business. So really what I mean is,

just get to the slide for you all, is quite simply right here. There we go. So answering that question of how are we doing today you're typically doing that through a score card or a dashboard. And then you want to understand why it is. Maybe you're above target. Maybe you're below target. Maybe you're on target. But you want to understand why.

So you want to drill through in context through a reporting and analytical solution and then answer that last question as I said, what should be doing to course correct or exploit an opportunity that might be out there. You would accomplish through a planning, budgeting, and forecasting solution.

So, that's a quick explanation of performance management and business intelligence. I wanted to make sure you all understood that. You hear those terms coming from us a lot. I want to make sure that's very clear.

So before Dave comes on I just want to ask everyone through a poll a very quick question. And that is what solutions are you using today from IBM Cognos? And of course if you're not using any of our solutions just obviously don't select anything there. But it helps us understand our audience so we're delivering the right information to you all, that you would want to hear from these Webcasts.

Super, so that's great. Is that OK there (Erica)?

(Erica): That's good.

Tim O'Brien: Wonderful, OK then, thank you everyone and it's my pleasure to introduce the IBM Cognos Innovation Center Advisor (Dave Kassabian) from the Pervasive Performance Group. Dave, you have the floor.

(Dave Kassabian): Thank you Tim. And I'm happy to be here working with the Innovation Center. As Tim said this is the fourth in a series of Webcasts that were designed around getting the most out of BI.

Just a quick thing about Pervasive Performance Group and myself. I created Pervasive Performance Group specifically to help businesses expand what they're doing with performance management and BI. And you'll see here on

this slide my Website as well as the blog that I do on a regular basis as well as Twitter which I do, it's not something I exploit but If there's certain information that I want to get out there to people I will put it out there on Twitter.

So those are a couple areas that you can look to see what's important in the market right now from my perspective. And I would also suggest that if anybody is interested in feeding me some information on what they think is important in this market right now I really would like to dialogue with people and I do that on a regular basis. So I encourage anybody to participate in that and you can do that through commenting on my blog or a direct e-mail to me whatever works best for you.

As far as the agenda today, as Tim said it's the fourth in the series. So what I want to do is give a quick overview of the series to date. Why we started the series and what we've done so far. And so I'll summarize some of the pervious Webcasts that we've done. And then I'll get into the meat of today's topic which is how do we get more from our BI investments by recycling, reducing, and reusing.

So, we'll talk about what things can you think about, reducing, recycling, and reusing in your organization. And then I'll summarize and throw it back to Tim and we'll open it up to questions. So, the vast majority of what I talk about will be the concept of recycle, reduce, and reuse.

But quickly, when Tim and I first developed this series we had a couple of goals in mind and that was really to define for individual organizations how they can expand what they're doing with BI and performance management. And given the state of the economy what type of funding challenges they're running into and provide advice and dialogue on how to overcome some of those challenges.

So, as part of this Webcast series we have done surveys in each Webcast. As I said, we're soliciting feedback from attendees and we're going to compile that together and disseminate the results of that out to those who have participated. And really, the end goal, the ultimate goal is to keep the BI momentum going

while we are struggling with the economic challenges that we have, that we're all facing right now.

Some of the previous Webcasts that we've done, the first one that we did was the Webcast series kick off and we talked about some of those challenges that I just mentioned. Why the series was pertinent right now to lots of organizations. The level of maturity that BI has achieved over the last several years so there's been a lot of changes in this market that have made it more possible to be more pervasive with BI and performance management.

And then I talked about six tactics to fund and expand BI and I'll go over those quickly in the next slide. And then in that first series we asked people to prioritize of those six which ones they felt were the most important to their organization.

So that was the first one. And based on that the most high priority one that people responded to was a concept called ROI, ROI, ROI. And in that presentation what we talked about was the difference between tangible and intangible ROI. What those differences are. How to monetize intangible ROI to make it more compelling to high level executives to want to invest and invest in BI over some other capital expenses, expenditures that they may be entertaining. And then provided examples of tangible and intangible ROI and how some of those things were used in business cases to justify investment in BI. And then we gave ten steps on how you can build a ROI business case for BI.

And the last one that we did was called sync globally act locally. And this discussed the various approaches to deploying and managing BI. The silo approach which is doing it much more on a departmental basis versus the big bang approach which is going with an enterprised strategy, enterprise wide strategy for BI. The pros and cons of each and then finding the balance between those two.

And that's really what the think globally, act locally was. Is that balance between the silo approach and the big bang approach. And then we gave ten steps to moving towards a think globally act locally approach to it.

And each of these Webinars are actually available up on the Innovation Center Website. And the link to that will be provided in the, I believe in later slides in this stack as well as on the follow-up e-mail that you get from attending this Webcast.

So, look for the link to that and I would suggest that those of you who have not seen the Webcast to take a look and each of those also has a follow-up whitepaper summarizing the content as well. So you can choose the way that you want to consume it, either Webcast, or whitepaper, or both.

A quick summary of the six tactics, the ones that I defined at the beginning of this series was the first three that we talked about and I'll get into more detail on recycle, reduce, and reuse. The other three that have not been covered yet were be real, go deep, and embrace the changing champion.

And be real is about setting realistic expectations given the economy and some challenges that companies find when going for that big bang approach. Going deeper into the organization with the eye on performance management to get more value out of it, deeper in the organization. And then embracing the changing champion.

We've seen over the last several years that the champion of the BI performance management has traditionally been the CIO and the CFO. But we're seeing it start to move more into operations. So that last topic is about embracing that changing champion. And today we're going to talk about recycling, reducing, and reusing our current investments to get more value out of them.

So, what it's really all about is squeezing more out of the investments that we've already done. We're all challenged to do more with less and recycling, reducing, reusing what we have already invested is very important to getting the most value out of our investments.

So, for this session you know the definition of recycling with regards to BI would be about expanding the usage of existing assets that you have in place and the efforts that you've put in place in meeting those needs and extending

them out to meet the needs of other parts of the organization or other functional areas and leveraging what you've already done.

Reducing is about looking at what assets, BI assets you have in place whether that be technology, tools, and skills and where you can make some reductions without impacting productivity. And then reusing is looking at some of the best practices or better practices as Tim said that your organization has used or other organizations have used to deploy your resources more effectively and get more value out of it. So, those three things are what really drives the ability to get more information and more value out of BI.

So, when I thought about this concept I came up with three different categories under each of these descriptions. So three under recycling, three under reduce, and three under reuse. And I'm going to talk in more detail about those. But I wanted to give you a high level overview of them. And then I'm going to ask you which of these do you think has the most potential in your organization. So as I discuss these think about your organization and how it might impact, these might impact it.

Because when we think about recycling there are certain things that came to mind to me in my experience with BI that can be recycled. And those three things are licenses, simple licenses that you have already invested money in. Some of the processes that you've developed around BI and some of the best practices that you have established around BI.

From a reduce perspective it's about reducing tools, the number of tools that you use with BI. The number of vendors that you may deal with and also the number of resources and skill sets that you have in place to support your BI initiatives.

And then on the reuse side, how to reuse reporting and dashboards to be more effective in that and reduce some of the reporting volume that you do as well as reusing existing reports to meet other needs. Reusing the expertise that you've developed internally whether that be people that build reports and dashboards, whether that be people that are supporting the business out in the field from an IT perspective, and also reusing data.

We are all pulling lots of data from different sources and making sure that you're taking full advantage of the data that you're pulling and the data that you have cleansed and as Tim said you have confidence in making sure that you're getting the most out of that data. Because the effort of vetting that data and making sure that it is the agreed upon single version of the truth is the big effort there. So making sure that you're taking full advantage of that.

So given that and I'm going to talk about each of these in some more detail. But I wanted to take a second to do a survey question. And that survey question is where in your organization do you see the biggest potential gain from recycling, reducing, and reusing? So, which of those three do you think has the most potential for you as an organization? If you think they're equivalent then you can choose the equal option. Or if you don't think there is a lot of potential for you to make some gains here and gain some efficiencies then choose none.

So we're going to let that run for a second and I'll just warn you that at the end of the session, after I've gone into more detail we're going to ask you this question again once you have some more information on how you might accomplish some of these things. But I wanted to get your responses on that first.

OK, so we've – interesting, so the deuce seems to be the least amount. But the good thing is that there's nobody that says none and there is, you know there's a nice balance across all of these where there's potential value that people think they can achieve. So that's good to see and it'll be interesting to see after we have this discussion what the – how that might change.

So I'm going to start – so I'll go through each of those three that we had around the recycle, and then I'll go around the three that we had for reduce and then three that we had for reuse.

So, from a license perspective the reality is that during purchase decision time we all usually have some grandiose expectations about what we're going to do with BI, how we're going to roll it out, whose going to use it. And

traditionally we've seen that there is a lot of unused licenses out there that aren't used. So, some of the licenses become shelfware.

And as you can see in this quote here on this slide Nigel Pensey who used to do the old op report and now does what's called the BI survey estimates that 20 percent of BI licenses are not in use. So you can see that's a significant number of licenses that are in a lot of cases not being used.

So one way that you can recycle is to look at the licenses that you've purchased for BI and whether they've been deployed at all. So, if you've only deployed 80 percent then you need to think about what other areas could I be deploying these. Why haven't I deployed them and what other areas could be taking advantage of these.

The other thing to look at is how they're being deployed. So, are they deployed and not being used. There will be some licenses that you will find that you deploy them out to some users and they might have used them at the beginning, or they didn't use them at all, but they're not being used currently. So those are again licenses that could be recycled for other use.

And once you've done that then you can start to think about the assets that you have, the total assets that you have from a BI licensing perspective and what you may be able to do with those. So it's going to give you an idea of how much unused asset you have that you could redeploy.

And once you've done that you can then start to think how am I going to redeploy these, does it make sense to redeploy these to other individuals in the organization. Should I be looking at, you know talking to my vendor about ways that I can potentially if I'm not going to be using these licenses for BI and I do other business with this vendor are there ways that I can swap licenses out to use on other products and things like that. And work with the vendor to see how best you can deploy what you've already – used the money that you've already spent.

And the vendors will work with you on that in most cases. They'll want to do what they can to make sure you're getting the most value out of what you spent because the reality is they're going to want to have you spend more and

the way to do that is for you to get value out of what you spent. So there is some room to try to do some negotiation there with your vendors.

Another way is to look at upgrading. Some of these licenses may not be in use because there was specific functionality that wasn't available and the more recent versions of the product may have some of the functionality that you're looking for to be able to exploit it better and get it out to more users. So again that's something you can work with the vendor on to say what's in the newer releases, what functionality is there, what enhancements are there and then take that out to your user community and start to market that to them so that you can see if by upgrading you can expand the amount of usage that you're getting from your licenses.

So, with that I wanted to run the second survey question. And what this is around is do you really have BI shelfware? And I had that quote from Nigel Pensy saying that it's on average he estimates that it's about 20 percent. But I wanted to get your thoughts. So, the options you could have is not at all. Maybe you have a few licenses out there that aren't being used, somewhere between ten and 50 user licenses, greater than 50 user licenses, or potentially you're paying you're using server based licensing and maybe you have a server license that's not being utilized or is being underutilized.

Why don't we close that out and see what the responses are there. OK, interesting so it's interesting that I probably missed a category to put in there since other is 38 percent. So that's pretty high. More than 50 user licenses is also 38 percent. So that shows that there is a significant amount of shelfware out there that could be utilized. So that's interesting to see.

I'm going to move on to the next area that you can look for recycling opportunity and that's around processes. There are many processes that are involved in your BI deployments that potentially could be recycled and used in other areas. And one of those is around integration with your data sources

A lot of time and effort is typically spent finding the data source, building the integration into that data source, doing the data cleansing and the ability to use that process, reuse that process to bring in data from you know additional data from that same source or being able to recycle that EPL script to go after

another data source that may be similar where you can recycle at least some of that process in developing a new process.

And then another one is around metrics and measures. Creating metrics and measures that can be used across the organization is important from a couple different ways. One is that it allows you to build it once, vet it once, and then use it across multiple parts of the organization. So that you're getting the single version of the truth that you need but you're also reducing the amount of effort that it takes to develop these metrics and be able to measure and monitor those metrics via dashboards or whatever your tool of choice is to measure them. And by creating that consistency across the metrics you're not building those same metrics in multiple different places and having to vet them out in multiple different places.

Another way is through usage scenarios where you may have a usage scenario that a particular user goes through in their process of analyzing their data that another user might be able to use. So for instance, the VP of Sales might have a particular process they go through to drill down into sales performance by product, by region, by rep and that can be re-leveraged in the finance organization to do some of that analysis. They may not go down to the rep level but the byproduct by region could be something that could be reused and that scenario that they use in sales could be reused in finance or vice versa. But finding those usage scenarios that could be recycled is a way that you can create some additional value.

The last recycle area that I picked out is best practices and we have all, you know if you've been using BI for any length of time there have been things that you have done well and you haven't done well that should be communicated out to the rest of your organization whether those be how are you doing data integration, how you're building reports, how you're vetting data, all of those efforts that you've gone through are things that can be leveraged by other parts of the organization. So not everybody is reinventing the wheel on these practices and not making the same mistakes across the organization.

The other way that best practices can be leveraged is by using external best practices. You can get those through the Innovation Center as Tim mentioned. There is quite a wide variety of best and better practices and right practices that are available through the Innovation Center. Typically if you're using a system integrator they're going to have some that you can leverage too.

So, there are your own internal best practices that you should be leveraging, but there's also external best practices that you should be leveraging as well. And the best way to do that is through a BI center of excellence or a BI competency center. But not all organizations are in a position to create that. But if you do have a center of excellence certainly that would be the best place to manage recycling of best practices.

The next one is reducing. And one area that you can reduce is through reducing the number of vendors that you're dealing with. In this graphic here is a debate that a lot of businesses have gone through, especially with the consolidation in the market over the last several years. A lot of companies have gone through the effort of reducing the number of vendors that they're dealing with. And there are advantages of that in being able to negotiate better terms with a single vendor than you could over multiple vendors.

But there's also the downside of it too. So the one throat to choke is being able to, you know really put some pressure on your vendor to make changes and to make sure you're happy. The flipside of that is you may not have as much negotiation leverage with them if they feel like they are your sole vendor for BI.

So, the going to a single vendor has been something that a lot of businesses have focused on. What we're finding in reality is that for BI they're getting down to one or two or possibly three vendors from, you know a much larger number of vendors that they had several years ago.

So, there is a balance there and getting from the one throat to choke is something that some are still striving for and others are saying you know what, I don't want to have all of my eggs in one basket so I want to have a couple of different vendors. But certainly if you've got more than a couple that is an area that you could reduce and potentially get some value from.

Another area is in resources. There are several different types of resources that are used in BI that can be done more efficiently. And a lot of it is IT support. A lot of IT support for BI is out in the field. It may be reporting to IT, may be reporting to the field VP's. But, it is distributed and that creates some inefficiencies that prevent getting the most out of your resources.

So, if you can see here the quote I have here is from Aberdeen Research that best in class BI deployments use significantly less FTE's than those that would not be considered best in class. So there's a lot of resource reallocation that you could do to get the most out of the resources that you have.

But it's not just about people resources. It's also areas that you could reduce around infrastructure so by reducing the number of vendors that you're using or the number of tools that you're using you can create some efficiencies from an infrastructure perspective and also from a skill set and consulting perspective because the fewer different types of skill sets that you need to have in-house in order to support BI is going to mean that you're going to – you can allocate those resources a little bit more easily. And that's what the best of class businesses are doing around BI and that's giving them the ability to support BI with fewer FTE's.

Another way that you can reuse is to reduce the reporting analysis that you are using. So, what we see is that often there are reports that are redundant across the organization especially when you don't have a center of excellence and somebody is not monitoring what reports are built and how those reports are being used.

So, going through the effort inventorying what reports are in your library across the organization, how they're being used, how often they're being used, whose using them and what for gives you the ability to evaluate what reports could be eliminated. What reports could be redesigned to be more self-service so that they could be used by multiple people for similar purposes by creating built-in selection criteria and things like that to reduce a number of reports that you need. And that's going to eliminate some of the reports as well as

just those that are really not being used on a regular basis. Looking at those and seeing if there's a potential to eliminate those reports.

Now you get some push back from the user community on doing that. But in most cases the user community if push comes to shove they will defend the reports that they really need and they will give up on the ones that they don't. And in some cases what you need to do is shut off some reports without deleting them but shutting them off to see if there's any uproar based on that.

In some cases you will have none. In some cases you'll get a minor uproar and then you've got to decide how are we going to deal with those few users that want that report. How can we build that into some of the other reports without having to recreate them? So you can reuse a lot of the reports that way and it'll reduce not only the volume of reports that you have and that you have to build, but also the number of reports that you have to maintain.

Another area that we can reuse is skills and expertise. Across BI there are different skill sets that are important. Whether that be ETL skills or report building skills, dashboard skills, data cleansing skills, all of those skills are necessary in BI and in some cases they are again distributed across the organization. So it's important to think about what skills you have in house, how they are being used, and if they're out in the field how much are they being utilized. Is there a potential to share those across other parts of the organization to get more efficient about the skills and expertise that you have in place.

And you can see here from this quote that I have in here from a major insurance company, they went through this exercise and they were able to save 25 percent on the cost of resources that they were using to support BI. And that is not an uncommon number. 25 percent seems to be a number that is somewhat consistent. And I've seen a lot of companies use that type of number and that type of cost savings to actually justify building a center of excellence. By saying look, if we build a center of excellence we can potentially reduce our support costs of BI by 25 percent and then use that, whatever that 25 percent comes out to to justify the cost of the center of excellence.

And another way to reuse is data. I talked earlier about ETL scripts and routines and reusing those. But also reusing data that is already being extracted. There is sales data, there's customer data, there's financial data that is being extracted. It's being used by a certain user community. But maybe there are other ways that other parts of the organization could use that data.

And you also will find from that that there are redundant sources of data and that by doing the inventory, evaluating what data sources you're actually pulling data from you'll find that you will be able to reduce some of the redundant data that you have and that's going to help you with that single version of the truth.

And you can see here a quote from a user of BI, Emerson Process Management that found that 80 to 90 percent of their customer records were actually redundant or duplicates. And they had multiple customer systems and by going through that inventory evaluating the sources they found this significant overlap in customer records and they were able to create significant efficiencies in making the customer information more accurate and also reducing the number of instances of data that was reflecting customer data.

I'm just going back, hold on. There was one more in there. But there's one slide around tools as well and that slide didn't seem to make it through. But tools and technology is another area that you can make significant reductions. There's research from Forrester Research that 20 percent of companies have more, ten or more BI tools in house. And that's a significant number. 20 percent also only have one to two BI tools.

So, there is certainly ways to create efficiencies by looking at the number of tools, BI tools that you have in place and reducing those down. A total of 30 percent of companies have more than five tools. So if you fall in that range of more than five BI tools certainly that's an area that you should look to reduce.

If you're in that kind of one to two certainly you're about as efficient as you're going to get. If you're in that three to five range you know you've got three, somewhere between three and five BI tools Forrester found that 50

percent of customers fell in that range. So you would be in the norm there. But if you area five or six or above then that's an area that you should look to reduce as well.

So, I've covered nine different ways or areas that you could look at to reduce or get more efficiencies out of BI by recycling, reducing or reusing. If you look back at what I discussed almost each one of these the first step was inventorying. So, looking at what you have and again not just in IT but across your organization because there are in most cases in large organizations there are going to be BI tools and vendors that are used by operations that need to be part of that.

So doing that inventory is the first step towards it. But there are certainly efficiencies that can be found here. You may not find efficiencies in each of these nine avenues. But I think if you take a look at these nine avenues you will find some efficiencies and ways to get more out of what you have invested in BI.

So, I'd like to run that survey question again that we ran earlier which is based now on what you know about some of the areas that you can recycle, reduce, and reuse. Does that change your opinion of where the biggest potential is? And we won't run this one too long, but I think it will be interesting to see if there are any changes.

So why don't we close that one out and see where we are. OK, all right, so reuse now is by far the biggest one. So that's interesting. So it was much more balanced at the beginning of the discussion than it is at this point.

OK and the last survey question I wanted to run is really just the opposite question. Where do you see the least potential here? So, having gone through this discussion the various areas that you could focus on where do you see the least opportunity for efficiencies between recycle, reduce, and reuse?

And let's close that one up. And that is reduce. So, reuse seems to be the most valued, the highest potential people see. And reduce seems to be the least. Interesting, OK.

And finally I wanted to talk about what's coming up next. As I mentioned at the beginning of this the whitepapers and Webcast will be available on the Innovation Center for Performance Management Website. You can see the link here.

The link will also be in your follow-up e-mail that you'll receive after this Webcast. I will be blogging on this and other topics on my blog. So, feel free to jump up there and take a look at what I'm blogging about and I'd love your comments on this topic as well as other topics that are impacting you around the BI and performance management.

You can give me feedback any of the three ways you see listed here. Directly through e-mail, through Twitter, or through my blog. But I'd love to get your responses and your input into this and other topics.

Now with that I'd like to throw it back to Tim and we could open it up to final comments from Tim as well as questions.

Tim O'Brien: Great, thanks Dave that was fantastic. So, there's a few questions that have come in and I'm not sure that we have time to get through all of them. But, I think it might be interesting if you have any additional remarks based on that feedback from those last two surveys.

You know you did get into some detail on the reuse subject. And based on what you heard are there any tactics that you can add onto what you've already talked about that our attendees today can maybe leverage when they hang up the phone and get back to their office. What are some of the things, I know you discussed some of them but maybe just rehashing that given that that clearly seems to be a priority for most of the people on the phone.

(Dave Kassabian): Yes, I certainly can. I think you know the reporting analysis on where you're doing the inventory of the reporting that you're doing is one that most clients tend to gravitate towards because that's a little bit more tangible as far as the way they can do that.

Tim O'Brien: Yes.

(Dave Kassabian): But I think one that's important and is sometimes overlooked is the skills and expertise. There are – most companies that go through the effort of looking at the skills and expertise that they are using to support BI are surprised not only at the skills that are required, but also the amount of resources that they are using to do it.

So, typically that is an area that I will tell people to focus on because they tend to find, they find a few more surprises there than they might on the reporting side.

Tim O'Brien: Yes. OK and a question was around the six topics that you cover in this article series and obviously we've got the on demand version of the earlier Webcasts. The first one being ROI, ROI, ROI. The second one think globally act locally. And this third one reduce, recycle, reuse. And I'm just wondering if you could, I'm sort of taking this question and trying to consolidate it down because there were a few questions.

But essentially Dave maybe if you could in a minute or two summarize what you talk about in those earlier Webcasts?

(Dave Kassabian): OK, sure. In the ROI, ROI, ROI Webcast and whitepaper I really talk about how BI needs to compete against other potential capital projects for funding these days and how typically the justification for BI has been around intangible value single version of the truth, etcetera. And that there needs to be a bit more of a focus on tangible value in order to compete for the limited funding that is available there today.

You know when the economy was very strong it was much easier to justify based in intangibles. Now it's much more difficult. And the other aspect of that was figuring out the best way to monetize some of those intangible values to show more of a monetary value to them than people traditionally have.

On the think globally act locally that was really about finding that hybrid approach to BI where the ability for companies in this day and age to be able to do, you know a multiyear, multi-million dollar BI project is difficult. Yet they don't want to have all of these silo approaches to BI.

So, the think globally act locally was about finding that hybrid approach between those two. And there's some tips on how to do that in both the Webcast and the whitepaper.

Tim O'Brien: Great, and everyone you can get a copy of these articles on the Innovation Center Website and we'll certainly make sure in follow-up communication how to get to those articles. Dave brought that up earlier. It looks like we've just got about a minute.

Dave, I think there's a couple of questions that I will answer off line that actually have to do – are more product driven.

(Dave Kassabian): OK.

Tim O'Brien: So they are not appropriate for Dave to be answering but I will get back to you folks that did ask those questions. But otherwise I think we are out of time here. (Dave Kassabian) from the Pervasive Performance Group thank you very much. I appreciate your delivering this Webcast today.

And thank you everyone else for taking time out of your day to attend this Webcast. We will have an on demand version available for you. We should have that out for you. We should have that out in about the next 48 hours. And please feel free to pass onto your colleagues. We certainly want to make sure you know as many people can benefit from this Webcast as possible. So, thank you again everyone and enjoy the rest of your day.

Female: This concludes today's conference call. You may now disconnect.

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