



UNIVERSITY OF
STIRLING

University of Stirling – introducing Business Intelligence

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Lessons learned

- Pilot
- Prepare
- Plan
- People and process
- Place



Pilot

- Lots of knowledge and expertise gained in-house (lot of research into formal BI theory – Kimball methodology)
- Led to good decisions for real project
- Designed and adhered assiduously to common naming structure within technical build
- Consequently able to build test harness to check robustness of mappings when changes are made in ETL
- Learned that data warehouse takes about 90% of overall effort



Prepare

- Culture – do you have common vocabulary? Shared understanding ?
- Define business requirements
- Users – do they understand their role in the project? Are they empowered?
- Senior management – manage expectation !
- To throw away and re-do
- For a steep learning curve
- For surprises, especially technical ones
- Not to go it alone



Plan

- Not a traditional implementation project
- Lots of tasks are one-off at the early stage ie when learning curve steepest
- Think differently about governance processes
 - plan for a sustainable ‘post project’ structure and relationships



People and process

- Put the right people in place (including consultants)
- Think carefully about business analyst role
- Sponsor – evangelistic AND realistic !
- Identify business leads and empower them to make business decisions
- Keep the focus on the big picture
- Resist the temptation to use BI to overcome underlying operational system deficiencies
- Turf wars !



Place

- Find a way of bringing people together – dedicated project room/space



Useful information

- JISC (Joint Information Systems Committee) Business Intelligence maturity model
- Six stages of BI readiness
- <http://www.jiscinfonet.ac.uk/bi/maturity-model>



Next steps

- Get it running
- Keep it running