

Business Analytics **Forum**

See The Future Of Decision Making

November 3 – 5, 2010

Gold Coast Convention and Exhibition Centre Queensland, Australia

Delivering BI – When Excel isn't enough!

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Optus SMB

'yes'

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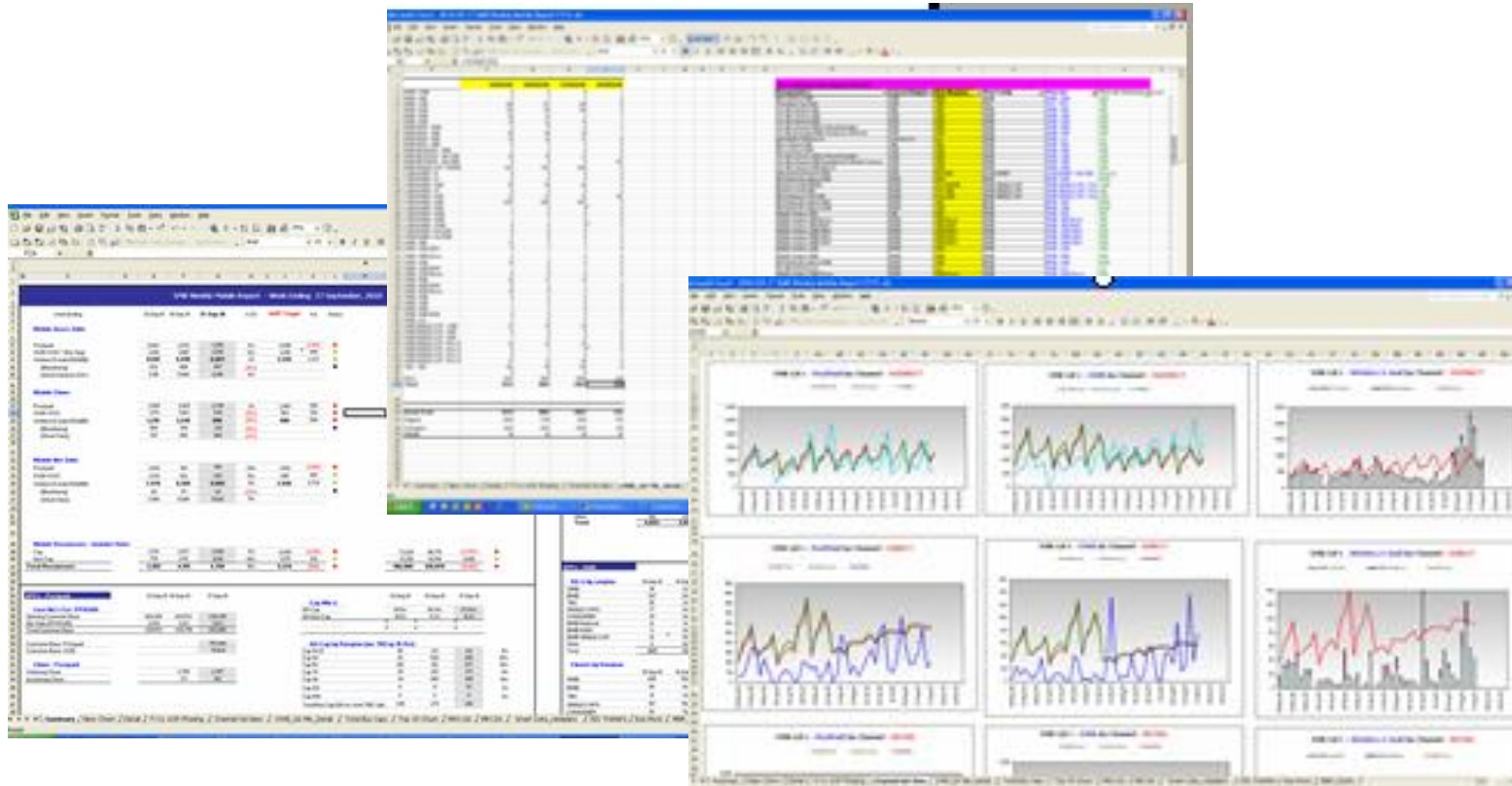
SMB Business Intelligence

July 2009

- 4-5 staff delivering reporting
- 100+ report users
- Weekly and monthly reports
- Delivered via Excel
- Data sourced from a Teradata data warehouse (IDW)
- Data sourced via SQL, SQL server, MS-Access
- No Cognos skills in the team
- SMB Datamart Project just completed
- Ready to embark on a project to deliver Cognos reporting

SMB Business Intelligence

Sample Excel Report



160MB, 43 Sheets, 100+ tables/reports/pivots/graphs

Optus Business Intelligence Culture

- Cognos (v8.2) used by Consumer, Optus Business and Virgin Mobile divisions (division BI teams)
- Limited cross division BI development
- Vendors generally used to deliver BI projects – engaged by division BI teams
- Very limited knowledge of Cognos in IT
- Production and Development Cognos environments strictly guarded and controlled by IT
- Limited trust between IT and division BI teams

SMB BI – What We Planned to Do

- Engaged vendors for a Cognos project (3 months)
- Start with one cube as a 'proof of concept'
- Scope contained to the delivery of 4 cubes covering 4 subject areas:
 - Daily Mobile Adds and Churns
 - Monthly Mobile Adds and Churns and Customer k
 - Monthly Mobile Revenue
 - Monthly Mobile Usage
- Build up the Cognos skills in the team while project was running via:
 - Training existing staff
 - Hiring in 2 additional permanent staff with Cognos experience



• SMB BI team to then build reports from the delivered cubes

SMB BI – Why Cubes?

- Needed to contain the scope
- Vast majority of reporting was summary data – little transactional reporting
- Extensive analysis capability available to users
- Believed it would deliver the best value – for time and \$
- BI Manager's bias (ie. my background – more familiar with cubes)



SMB BI – What Actually Happened

- Vendors used for the Cognos project (6 months)
- No 'proof of concept' cube delivered
- 4 cubes delivered covering 4 subject areas
- Built up the Cognos skills in the team while the project was running via:
 - Training existing staff
 - Hiring in 2 additional permanent staff with Cognos experience
- SMB BI team built small set of reports from one delivered cube

BUT.....

SMB BI – What Actually Happened

- Each cube delivered **ONLY 50 – 80%** of our real requirements
- Process for changing cube designs and Teradata SQL scripts was not clearly defined



Subsequently....

- Production cubes continue to be refreshed 'as is'
- No modifications or improvements since implementation
- Limited reports built from the delivered cubes

SMB BI – What We Did Next

The DIY Challenge

Part 1 – Could we copy the SQL scripts and cube model (Daily Adds & Churns) and modify it to include missing requirements?

Part 2 – Could we convince IT to allow us to build the cube daily, and then they swap it into production (via an automatic batch script)?

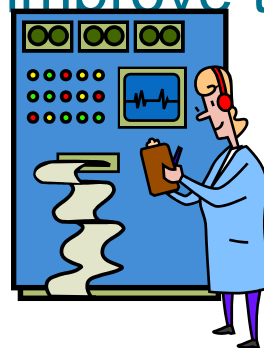


SMB BI – What We Did Next

- Chose Sales as the first subject area
- Built a Sales Summary cube (based on Daily, Adds & Churn cube)
- Built an initial set of Sales Reports
- Included 'fixed line' products
- Refreshed daily by SMB BI team
- Automatically 'swapped' into Production
- Continue to refine and improve the cube design and reports



SMB BI Team



IT

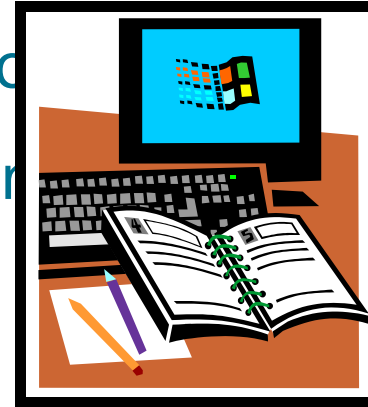


SMB Users



SMB BI – Cognos Rollout

- Switched on the new system 1 week before new financial year
- Included 2009/2010 financial year data
- Invited users to logon early and see reports
- Included PDF of basic training instructions
 - How to log on
 - How to navigate menus
 - How to drill down in reports
- Invited users to book in an individual training session with team members
- Stopped producing Excel version of sales reports from day 1
- All 5 cubes made available for analysis



SMB BI – Cognos Rollout

IBM Cognos Connection Michelle Irrgang [Log Off](#)

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iBIT - Interactive Business Intelligence Tool

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SMB

Name	Actions
1. Commercial Reports	More...
2. Marketing Reports	More...
3. Sales Reports	More...
4. Strategy Reports	More...
5. Analysis Cubes	More...
6. Home Portal	More...
TEST Packages	More...

5. Analysis Cubes

Name
Daily Adds & Churn Cube
Daily Country Cube
Daily Sales Summary Cube
Monthly Adds & Churn & Base Cube
Revenue Monthly Cube
Usage Monthly Cube

Reference docs

Name	Actions
Analysis Studio User Guide	More...

Gross Adds		21-Sep-10	22-Sep-10	23-Sep-10	24-Sep-10	25-Sep-10	26-Sep-10	27-Sep-10	Current 7 Days	Prior Week	Sep-10		
											Actual	Sales Target	% to Target
Postpaid	(Blank)	0	0	0	2	0	0	0	2	4	6	0	0%
	Channel 1	100	150	200	250	50	20	400	1,170	2,000	2,884	2,000	150%
	Channel 2	18	10	23	70	5	0	12	138	91	457	1,000	37%
	Channel 3	4	10	6	5	9	0	4	38	62	240	500	107%
	Channel 4	204	500	221	237	341	95	300	1,685	1,697	6,717	5,000	71%
	Channel 5	92	89	77	68	6	0	103	431	554	1,837	1,000	96%
	Channel 6	39	321	27	450	5	1	22	175	121	522	500	52%
Total		484	475	553	731	406	94	770	3,513	3,510	15,258	19,500	85%
OMB	Channel 1	43	42	68	76	23	1	44	3,000	296	1,082	2,000	105%
	Channel 2	12	11	8	5	2	0	2	58	81	125	550	70%
	Channel 3	5	4	1	0	0	0	2	12	12	65	170	369%
	Channel 4	96	103	152	119	192	64	122	500	1,060	3,000	1,222	207%
	Channel 5	123	202	173	147	17	16	185	320	612	2,400	2,000	115%
	Channel 6	6	6	7	6	1	0	7	32	18	125	600	16%
	Total		285	375	450	353	235	81	362	2,093	2,183	7,500	6,000

Date As At: 27-Sep-10



SMB BI – Now

- 2 additional cubes delivered (another 4+ planned)
 - Churn & Customer Base
 - Recontracts
- Sales, Marketing and Commercial reports built
- 150+ users (40% Analysis users, 60% Consumer users)
- Cognos upgraded to v8.4
- Development Cognos & data warehouse environment in progress
- ‘Reusable BI Layer’ build in progress by IT
- Started planning for ‘dimensionally modelled relational data reporting’

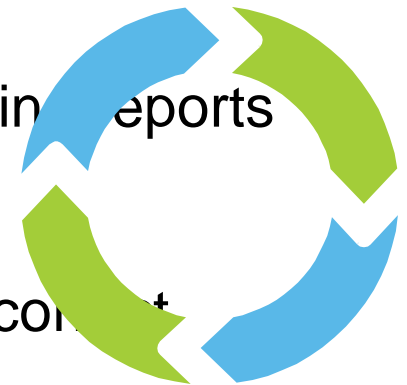
October 2010

- 14 • Good relationship between IT and SMB BI team



SMB BI – Lessons Learnt

1. Gain exposure to example Cognos cubes and reports
 - It's hard to design a cube if you haven't seen a cube!
2. Use an iterative approach to development
 - Start with a 'proof of concept' cube – limited dimensions & measures
 - Give the team something to play with – start building reports
 - Easier to test data and totals are correct
 - Not waiting to the end to see if specifications are correct
 - Continually improve and release new versions of the cube
3. Start small – contain scope to 1-2 cubes
4. Pick a set of reports used by a lot of users
5. Turn off old versions of reports



SMB BI – Lessons Learnt

6. Give the users something new

- eg. Additional dimensions not reported on before

7. Don't be afraid to change the report designs

- Don't just create Cognos crosstab reports which look like Excel reports
- Understand how users are currently using reports – eg. downstream uses

8. Don't over-engineer the cube refresh process

- Users don't care what it looks like 'underneath the covers'
- Users care about 'speed of delivery' of new reports

9. Name your reporting system early

- Our iBIT system is still referred to as the Cognos system



SMB BI – Lessons Learnt

10. Expect varying levels of take-up by users

- Beware of the Excel Pivot table King/Queen

11. Find and encourage ‘business champions’

12. Ensure Cognos Go!Office is installed before implementation

13. Make the time for training users

- Before delivery, during delivery and ongoing
- Group training and individual sessions
- Multiple team members available for individual training sessions
- Online training course/s if possible



Questions?



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