

TDWI's 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.



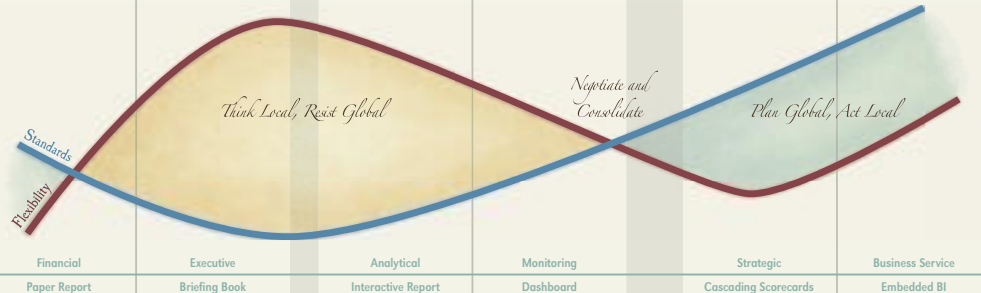
BI Adoption Curve

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 or "BI adolescence," marked by unstable funding, lukewarm usage, and the continued presence of spreadsheets.



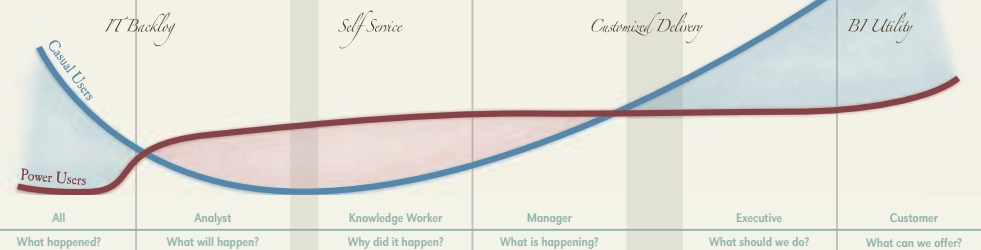
Local Control versus Enterprise Standards

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.



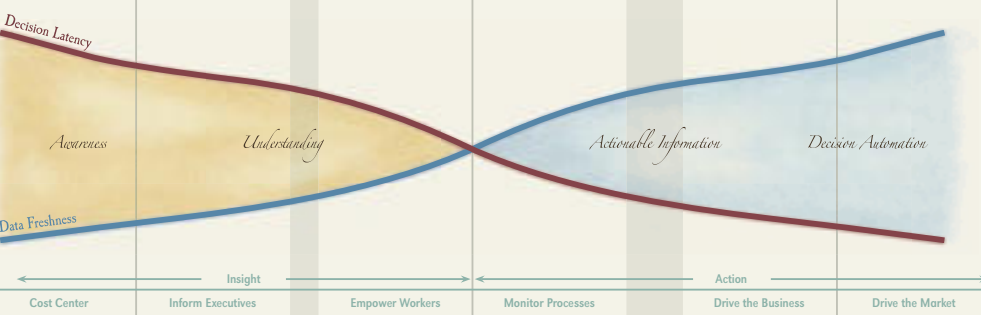
BI Usage

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 monitor 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 so they can investigate problems and issues without getting lost in the data.



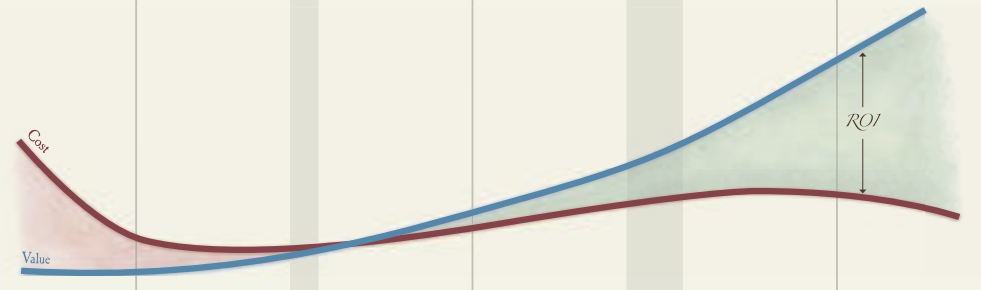
BI Insight

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.



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 accelerate in the last three stages as BI becomes an enterprise resource that drives mission-critical processes and delivers rich insights for a competitive advantage.



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Business Objects

Business Objects is the world's leading business intelligence (BI) software company. With more than 29,000 customers worldwide, including over 80 percent of the *Fortune* 500, Business Objects helps organizations gain better insight into their business, improve decision making, and optimize enterprise performance. The company's business intelligence platform, BusinessObjects[®] XI, offers the BI industry's most advanced and complete platform for reporting, query and analysis, performance management, and data integration.

BusinessObjects XI includes Crystal Reports[®], the industry standard for enterprise reporting. Business Objects has also built the industry's strongest and most diverse partner community, with more than 3,000 partners worldwide. In addition, the company offers consulting and education services to help customers effectively deploy their business intelligence projects.

www.businessobjects.com



Embarcadero Technologies—DT/Studio

Embarcadero's solutions help companies make sense of the data that lies at the heart of every major business decision. This vital data is typically found on a number of different systems and platforms scattered throughout an enterprise. As a result, as the volume of data grows, the associated level of complexity grows exponentially. For the business to run at optimum levels, companies must find a way to bring this data together. Embarcadero DT/Studio[®] is a robust yet cost-effective, Java-based ETL solution that helps organizations transform, migrate, and consolidate data from a wide range of data sources in weeks, not months.

www.embarcadero.com



iDashboards

iDashboards offers the state-of-the-art solution for organizations that have evolved into the Teenager or Adult stages of the BI Maturity Model. iDashboards empowers organizations with real-time Web access to the KPIs needed to monitor operations and improve performance. It provides users with visually rich, responsive, and personalized dashboards to analyze, track, and drill down through a wealth of information. iDashboards is a Web-based dashboard and performance management application with innovative engineering and cutting-edge technology to give it compelling advantages.

- Streamlined implementation
- Enterprise-class capabilities
- Cost-effective, higher ROI
- Patent pending synchronous visualization
- Compatible with all relational databases and all major operating systems

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Noetix Corporation

Immediate Access to Business Intelligence

Noetix provides software that automatically generates metadata from enterprise applications, enabling immediate access to business intelligence data. More than 1,200 customers worldwide use Noetix's proven technology, empowering users to quickly generate the ad hoc operational reports and dashboards needed to make critical and timely business decisions. By combining this BI content with easy search and navigation capability, users can quickly create their own reports, and executives can view a snapshot of their daily operations and critical business intelligence information from a single, graphical interface on their desktop.

www.noetix.com



Cognos Inc.

Cognos is the world leader in business intelligence (BI) and performance planning software for the enterprise. Its solutions let companies improve and direct corporate performance by enabling all of the key steps in the management cycle—from planning and budgeting, to measuring and monitoring performance, to reporting and analysis. Cognos is the only company to support all of these key management activities with a complete solution that spans all of the essential components of corporate performance management—enterprise planning, scorecarding, and business intelligence.

www.cognos.com



Fair Isaac

One of the hottest topics in the field of business intelligence is to "operationalize" BI. At issue is how to bridge the gap between the insights BI brings to knowledge workers and the tactical, everyday customer decisions that determine an organization's success. Fair Isaac's approach to enterprise decision management (EDM) represents a logical extension of the gains companies have made with BI, giving them the power to embed greater intelligence in customer-facing decisions. EDM applies predictive and decision analytics and business rules to usher leading enterprises across the BI Maturity Model Chasm to reach the stage of Adult and, ultimately, Sage.

www.fairisaac.com



MicroStrategy

Founded in 1989, MicroStrategy is a global leader in business intelligence (BI) technology, helping leading organizations worldwide make better business decisions every day. Our business intelligence platform, MicroStrategy 8[®], is the first and only BI architecture to unify reporting, analysis, and real-time business monitoring into one seamless experience for the business user and into one efficient, extensible, scalable, and economical architecture for the IT professional and CIO. Companies choose MicroStrategy for integrated scorecards, dashboards, reports, and sophisticated analytics; superior data and user scalability; and unparalleled administrative capabilities while maintaining the lowest total cost of ownership (TCO) in the industry. More information about MicroStrategy (Nasdaq: MSTR) is available at:

www.microstrategy.com



Siebel Business Analytics

Siebel Business Analytics enables organizations to empower every person with actionable customer and business insight to drive superior business performance. Siebel Business Analytics includes a comprehensive suite of packaged analytic applications that span business functions and incorporate best practices from more than 20 industries, as well as a next-generation BI platform that delivers the unmatched usability, scalability, and performance required for more pervasive BI deployments. Leveraging data from Siebel, PeopleSoft, Oracle, SAP, and other enterprise systems, these products provide the rich, real-time information necessary to drive more intelligent actions, customer interactions, and business processes.

Learn more at www.siebel.com/analytics



DataMirror

DataMirror is a leading provider of data integration, protection, and audit solutions, which support real-time business intelligence by continuously detecting, transforming, and communicating information changes as they occur into a data warehouse or operational data store. DataMirror's solutions work seamlessly with leading BI analytic and reporting tools from Cognos, Business Objects, and other DataMirror partners.

Over 2,000 companies use DataMirror's flexible software to gain continuous access to the information they need to make better business decisions. DataMirror customers include Debenhams, FedEx Ground, First American Bank, OshKosh B'Gosh, Priority Health, Tiffany & Co., and Union Pacific Railroad.

www.datamirror.com



Hyperion

Navigating the BI Maturity Model demands a complete and consistent business intelligence solution with an intuitive, personalized, and interactive user interface.

The Hyperion BI Platform delivers more elements of business intelligence in one package than any other. With rich analytics, reporting, dashboards, scorecards, and metrics management, Hyperion customers drive visibility over financial and operational data for planning, forecasting, compliance, and profitability analysis. Hyperion encourages you to "Start Anywhere" with confidence that each element of the platform will help you solve business challenges... now and in the future. The most mature BI environment at the lowest cost of ownership—find out more today.

www.hyperion.com/products/bi_platform



Netezza

Netezza is the market leader in enterprise-class data warehouse appliances that deliver breakthrough performance and ease-of-use at a fraction of the cost of traditional data warehouse solutions. The Netezza Performance Server[®] system architecturally integrates a relational database, server, and storage into a single unit that delivers **10 to 50 times the performance—at half the cost**—of existing options. The system's advantage is in its Intelligent Query Streaming[™] design: processing power is located next to the data, so data analysis occurs at the source at streaming speeds, delivering an unprecedented boost in performance. Netezza's customers include Ahold USA, Amazon.com, Cingular Wireless, CNET Networks, Epsilon, Merkle, Orange UK, Premier, Inc., Shoppers Drug Mart Corporation, and The TJX Companies.

www.netezza.com



Sunopsis

Sunopsis: The Emerging E-LT Standard Eclipses ETL

Unlike traditional ETL tools, in which complex data transformations are processed in an expensive and proprietary ETL engine, Sunopsis uses the emerging standard: E-LT (Extract-Load-Transform). With this approach, all data transformations are executed by the existing RDBMS engine(s) already installed in the data warehouse server (or other target servers). The E-LT approach delivers at least 10 times better performance at 30 percent of the cost compared to the traditional and complex ETL architecture. Moreover, the implementation and learning curve are very short, as there is no proprietary engine to install or proprietary language to learn.

www.sunopsis.com

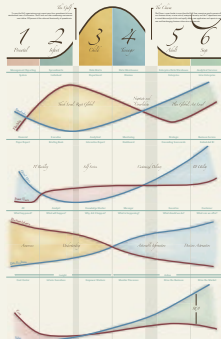


Sybase IQ

Sybase IQ is a highly optimized analytic engine designed specifically to deliver dramatically faster results for mission-critical business intelligence, analytic, and reporting solutions. Sybase IQ delivers unsurpassed query performance and storage efficiency for structured and unstructured data, making it ideal for specialty data stores. Sybase IQ combines extraordinary speed and agility with low total cost of ownership, enabling enterprises to perform analysis and reporting that was previously impossible, impractical, or cost-prohibitive. Sybase IQ is extremely scalable and allows organizations to implement at any stage in the Business Intelligence Maturity Model. As the organizations become more mature, Sybase IQ grows and scales with them—from data marts to analytical services on the BI Adoption Curve.

www.sybase.com

TDWI's Business Intelligence Maturity Model



Many BI professionals have managed data-warehousing projects for years. Some have delivered highly strategic systems that are treasured by users and valued by top executives. But others have struggled to sustain interest and funding in their data warehouses even though users are crying out for better, more accurate information.

What separates successful from struggling solutions? How does your data warehousing or business intelligence initiative compare to others in the industry? What will it take to get your BI solution to the next level?

To provide some guidance, TDWI has developed this six-stage maturity model, which illustrates how BI and DW projects evolve over time from low-value, cost-center operations to high-value, strategic utilities that drive market share. You can use the model to gain an instant perspective on where your BI/DW initiative is now, where it needs to go, and how it will get there.

TDWI is proud to present our Business Intelligence Maturity Model poster in concert with the solution sponsors listed.

—Wayne Eckerson, Director of Research and Services, TDWI

