

Business Intelligence Maturity Framework



The BI Sufficiency Problem

Several years ago, while focusing on the cohort of clients whose scores on IIA's industry-standard Analytics Maturity Assessment (AMA) were below the assessment's midpoint of 3.0, and specifically on those companies whose scores did not improve significantly, year-over-year, **we discovered a series of blockers that we refer to, collectively, as business intelligence (BI) sufficiency.**

Companies that have not achieved a level of BI sufficiency **struggle to develop their advanced analytics competencies.**



BI Maturity Framework Overview

THE DATA STACK



Data Confidence



Data Scope



Data Currency



Data Access



Data Availability

THE ANALYTICAL STACK



Analytical Integration



Analytical Socialization



Analytical Responsiveness



Analytical Adoption



Analytical Infrastructure

The Data Stack: Data Availability

- **Key question:** Are most relevant data sets available **in a convenient form** to inform consumers and decision-makers?
- Organizations that have already solved the data availability problem for a substantial portion of their core data assets find that advanced analytics projects drive more “extraction” and “transformation” pipelines that the organization already understands.



The Data Stack: Data Access

- **Key question:** Can most information consumers and decision-makers **access data easily and autonomously**?
- Each step of the transition to advanced analytics makes questions of “access” (or integration) more complex; all subsequent steps depend on uniform, reliable, and repeatable access to data by human decision-makers.



The Data Stack: Data Currency

- **Key question:** Are available data sets **time-relevant** and **time-consistent** with decision-makers' needs, **and generally approaching real-time?**
- Organizations that are routinely providing granular transaction data, across their data portfolio, in near real-time, to human decision-makers armed with self-service business intelligence tools, are close to satisfying the requirements for BI sufficiency.



The Data Stack: Data Scope

- **Key question:** What portion of the organization's value chain, including **suppliers, trading partners, downstream channels and customers**, is represented in available data?
- The extent to which decisional data sets are staged is a critical factor in reaching BI sufficiency
 - Data scope should be **evaluated on two criteria based on how they cover the breadth of**
 1. The organization's **internal operations**
 2. The **external value chain** in which the organization participates



The Data Stack: Data Confidence

- **Key question:** Are the quality, accuracy ratings, and **the fitness for purpose** of data **well documented, accessible, and understood** by consumers?
- Organizations that have adopted transparent, metadata-based methods for advertising various characteristics of provisioned data sets are building the confidence required to support advanced analytics experiments that lead to successful in-production applications.



The Analytical Stack: Infrastructure

- **Key question:** Has the organization approached BI asset provisioning and decision support generally in a **consciously-designed** manner?
- Clients we studied that **made significant progress** on their common platform, and equally significant progress **in developing a community of use** for that platform, **were able to support the incremental demands of advanced analytics projects** without difficulty.



The Analytical Stack: Adoption

- **Key question:** Are strategic, operational, and tactical decision-makers creating and using available BI assets **routinely and consistently**?
- Companies focused on penetrating strategic, operational, and tactical decision-making processes with descriptive and diagnostic BI functionality, and on measuring the adoption of their delivered BI applications, move their demand-side constituencies quickly into adopting advanced analytical applications.



The Analytical Stack: Responsiveness

- **Key question:** How long does it take internal suppliers to respond to, and meet, **new and modified demands** for BI assets?
- Organizations that have already implemented transparent, beneficiary-centered reprioritization processes tend to be much more effective at taking the right advanced analytical applications into production, in the right order, while maintaining or enhancing (rather than compromising) beneficiary confidence in the analytics team.



The Analytical Stack: Socialization

- **Key question:** Are BI assets and analyses **shared, inspected, and evaluated** by groups of interested decision-makers using reasonable collaboration infrastructure?
- Teams with successful advanced analytics strategies, and their implementation, are fully aware of the complex social context in which analytics are deployed. They have the processes and skills in place to work effectively on those social factors to improve the probability of successful project implementation.



The Analytical Stack: Integration

- **Key question:** To what extent are BI assets embedded in organizational **processes and practices**?
- Organizations that have developed a success metric scheme based on integration with decision-making processes, and on returned business value, are **more successful at obtaining buy-in, more likely to avoid the novel technology pitfalls, more effective at integrating their models, and more able to justify their projects and programs.**



Goals to Strive for When Seeking BI Sufficiency

1. Naturally occurring and consistent demand for advanced analytics
2. Largely complete and automated data provisioning.
3. Widely deployed and widely used self-service BI capabilities.
4. Data-driven decision-making explicitly embedded in corporate value statements, strategic formulations, and strategic procedures
5. Clear, demonstrable linkages between BI assets, on the one hand, and measurable returned business value on the other
6. Significant numbers of vocal, distributed teams of citizen analysts, effectively competing with or supplementing official BI programs

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Research & Advisory Network (RAN)

clients have direct access to the experts that developed this content and framework with on demand inquires.



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