Benchmark Your BI Environment For Continuous Improvement
by Boris Evelson, March 5, 2015

KEY TAKEAWAYS

BI Is A Key Competitive Differentiator: Don’t Underinvest
As nearly everything in the global economy commoditizes, information has become a key competitive differentiator. If two companies sell the same product but one has richer, timelier information about its customers and their buying behavior and patterns, it has a better chance to come out ahead. Underinvesting in BI is not an option.

BI Is Complex And Expensive: Don’t Overinvest
BI is notoriously expensive. It requires the orchestration of multiple moving pieces, most of which require expensive proprietary software and professional skills to design, architect, integrate, and deploy. One can easily get lost in multimillion-dollar BI investments with few tangible business benefits to show for them.

BI Is Partially An Art: Use Benchmarks For Continuous Improvement
Do you really know where your BI environment is and where it’s going -- and do you have the numbers to prove it? Forrester recommends that organizations implement a five-step assessment and benchmarking process to ensure that they neither fall behind nor run so far ahead of the pack that they find themselves alone and out in the cold.
Benchmark Your BI Environment For Continuous Improvement

Benchmarks: The Business Intelligence Playbook
by Boris Evelson
with Holger Kisker, Ph.D., Martha Bennett, and Sophia Christakis

WHY READ THIS REPORT

Is your investment in business intelligence (BI) returning tangible benefits? If not, are you investing enough in BI, analytics, and big data? How many application development and delivery (AD&D) professionals are you allocating to support your BI projects and applications? Do you have too many or too few reports in your BI environment? As an AD&D pro, you need to answer these and similar key questions during your ongoing assessments of whether your BI environment is performing well or could use a strategy tune-up, resource injection, business and technology organization realignment, or even a complete reassessment. Forrester recommends that AD&D pros working on BI initiatives use the benchmarks presented in this report as one of the tools to measure and assess the performance and efficiency of their BI environments.

Table Of Contents

2 It’s The Age Of The Customer — Do You Know Where Your BI Is?

3 Determine If Your BI Investments Support A Clear Business Case

Are Your BI Investments Producing Tangible Benefits?

Are You Investing Enough In BI?

Is Your BI Environment Successful And Mature?

8 Fine-Tune Your BI For Maximum Efficiency And Effectiveness

Does Your BI Environment Support Efficient Resource Utilization?

Is Your BI Environment Effective In Supporting Improved Decision-Making?

WHAT IT MEANS

16 Vendors Will Start To Practice What They Preach

16 Supplemental Material

Notes & Resources

Forrester surveyed 54 clients with knowledge of business intelligence in their organizations.

Related Research Documents

Quantify the Tangible Business Value of BI
January 8, 2015

BI On BI: How To Manage The Performance Of BI Initiatives
December 22, 2014

Establish Ongoing Processes To Assess Your Business Intelligence Maturity
December 15, 2014
IT’S THE AGE OF THE CUSTOMER — DO YOU KNOW WHERE YOUR BI IS?

As many elements of the global economy — supply chains, offshoring, logistics, manufacturing, even information technology based on cloud infrastructure — commoditize, information has become a key competitive differentiator. If two companies sell the same product — made in the same overseas factory, just with a different label attached to it — they can't easily compete on product quality or profit margins. But if one has richer, timelier information about its customers and their buying behavior and patterns, it has a better chance to come out ahead. Underinvesting in BI is not an option.

By the same token, overinvesting in BI is a dangerous path to tread, as BI is notoriously complex and expensive. It requires the careful orchestration of multiple moving pieces — people, processes, and technologies — and is based on numerous components including data integration, master data management, data quality, data warehousing, reporting, querying, dashboards, portals, and mobile delivery, most of which require expensive proprietary software and professional skills to design, architect, build, integrate, and deploy. One can easily get lost in multimillion-dollar BI investments with few tangible business benefits to show for them.

Just as a famous US public service announcement asked, “It’s 10 p.m. — do you know where your children are?”, do you actually know where your BI environment is now and where it’s going? How does an organization that clearly understands the concrete benefits of BI (especially in the dynamic, ever-changing age of the customer) and is ready to invest in it move forward on its BI journey if it lacks deep pockets and doesn’t want to overinvest in resources (people and technology) for BI? Forrester recommends that such organizations implement a five-step assessment and benchmarking methodology (see Figure 1). Run such a process periodically to make sure you that neither fall behind nor run so far ahead of the pack that you find yourself alone and out in the cold.
**Figure 1** Forrester’s Business Intelligence Assessment: Components And Checklist

<table>
<thead>
<tr>
<th>Category</th>
<th>Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>ROI</td>
<td>Are your BI investments producing tangible benefits?</td>
</tr>
<tr>
<td>Investment</td>
<td>Are you investing enough in BI?</td>
</tr>
<tr>
<td>Maturity</td>
<td>Is your BI environment successful and mature?</td>
</tr>
<tr>
<td>Efficiency</td>
<td>Does your BI environment support efficient use of resources (technology and human)?</td>
</tr>
<tr>
<td>Effectiveness</td>
<td>Is your BI environment effective in supporting improved decision-making and better insights?</td>
</tr>
</tbody>
</table>

**DETERMINE IF YOUR BI INVESTMENTS SUPPORT A CLEAR BUSINESS CASE**

Forrester recommends that organizations begin their “Do you know where your BI is?” assessment and benchmarking journey by evaluating BI maturity, investment, and return on investment (ROI).
Are Your BI Investments Producing Tangible Benefits?

Start with the basics. If your BI deployments are not producing quantifiable returns in the form of tangible business benefits, then you may be pouring your BI investments down the drain. Forrester recommends considering:

- **All of the components, complexities, and best practices of building a BI business case.** Leverage Forrester’s January 8, 2015, “Quantify The Tangible Business Value Of BI” report to help you build, prioritize, and support BI business cases.²

- **Whether your expected BI ROI is realistic.** The majority (54%) of respondents to our latest survey reports ROIs between 10% and 199% within two years; 48% achieved their reported ROI within two years (see Figure 2).³

- **Correlating BI investments with business growth.** Technology decision-makers at top-performing organizations — businesses that decision-makers estimate will grow by more than 15% year over year — reported that, on average, 21% of their firm’s technology budget will go to BI, while those at slower-growing businesses reported an average of only 15% (see Figure 3). In other words, top business performers invest 38% more in BI.

![Figure 2 Return On BI Investments](source: Forrester Research, Inc. Unauthorized reproduction or distribution prohibited.)

**“What is the estimated or actual return that you got on your BI investment?”**

- More than 300% □ 2%
- 200% to 299% □ 5%
- 100% to 199% □ 14%
- 25% to 99% □ 8%
- 10% to 24% □ 32%
- Less than 10% □ 8%

Base: 59 professionals with knowledge of business intelligence in their organizations

Note: “Don’t know” and “Other” responses are not shown.

Source: Forrester’s Q4 2014 Global Business Intelligence Business Case Online Survey

103661 Source: Forrester Research, Inc. Unauthorized reproduction or distribution prohibited.
**Figure 3** Top-Performing Companies Spend More Of Their Technology Budget On BI

"In 2014, approximately what percentage of your firm's technology budget will go to BI-related purchases, initiatives, and projects?"

![Bar chart showing percentage of technology budget spent on BI by top performers and peers.](chart)

Top performers invest 38% more in BI as a percentage of their IT budget.

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top performers</td>
<td>21%</td>
</tr>
<tr>
<td>Peers*</td>
<td>15%</td>
</tr>
</tbody>
</table>

Base: 710 global technology decision-makers

*101 global technology decision-makers

"Top performers" are defined as organizations for which decision-makers estimate year-on-year revenue growth for 2013 was 15% or more. "Peers" are those with growth less than 15%.

Source: Forrester’s Business Technographics® Global Data And Analytics Survey, 2014

---

**Are You Investing Enough In BI?**

Double- and triple-digit returns on BI are not going to just materialize out of thin air; they require investing a significant portion of the technology budget in BI resources. Data from Forrester’s Tech Industry Economics database indicates that, on average, enterprises invest 11% of their technology budget in BI: 0.5% on BI platforms and applications, 1.5% on database management system software, 1% on storage software and hardware, 4% on internal human resources, and 4% on external consultants and contractors (see Figure 4). Previous survey results and Forrester’s predictions for 2015 show a clear pattern of small increases in BI investments as a percentage of the overall technology budget (see Figure 5).
**Figure 4** On Average, Enterprises Allocate 11% Of Their Technology Budgets To BI

Global business and government spending on tech products and services

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time tech management staff</td>
<td>29%</td>
</tr>
<tr>
<td>Contractors, third-party tech consulting</td>
<td>22%</td>
</tr>
<tr>
<td>Systems integration services, and third-party</td>
<td>15%</td>
</tr>
<tr>
<td>Other</td>
<td>14%</td>
</tr>
<tr>
<td>Software</td>
<td>11%</td>
</tr>
<tr>
<td>Hardware infrastructure</td>
<td>4.0%</td>
</tr>
<tr>
<td>BI software</td>
<td>4.0%</td>
</tr>
<tr>
<td>Internal staff</td>
<td>1.0%</td>
</tr>
<tr>
<td>Systems integration and consulting services</td>
<td>1.5%</td>
</tr>
<tr>
<td>Storage hardware and software</td>
<td>1.5%</td>
</tr>
<tr>
<td>Database management system software</td>
<td>0.5%</td>
</tr>
</tbody>
</table>

On average, enterprises allocate 11% of their technology budgets to BI resources.

Source: Forrester’s Tech Industry Economics database

Source: Forrester Research, Inc. Unauthorized reproduction or distribution prohibited.
Is Your BI Environment Successful And Mature?

Although Forrester endorses BI business cases based mostly on tangible benefits, firms should not overlook intangible, qualitative benefits such as improved decision-making and better insights. To put substance behind those statements, Forrester recommends using the methodology, best practices, and self-assessment tool in our recently published research to evaluate your BI maturity via 48 specific and mostly quantifiable capabilities across the following six areas: governance,
organization, processes, technology, measurement, and innovation. Then use the results of our 2012 and 2014 surveys based on the same 48 questions to benchmark your BI maturity against your peers (see Figure 6).

**Figure 6** Average Scores from Forrester’s 2012 and 2014 Global BI Maturity Online Surveys


**FINE-TUNE YOUR BI FOR MAXIMUM EFFICIENCY AND EFFECTIVENESS**

After you’ve determined whether there’s a direct correlation between your BI investments and tangible benefits, maturity, and success, proceed to fine-tune your understanding of how your BI environment is actually used. Forrester surveys show that an increasing number of our clients are using some kind of “BI on BI” to quantitatively measure and analyze their BI usage (see Figure 7). The good news is that the number of the organizations that don’t have BI on BI is decreasing, from 43% in 2013 to 26% in 2014. Eighteen respondents do not measure their BI; 11 say that it’s not a priority, five feel they don’t have the right tools, and three of them agree that it takes too much effort. We’re very encouraged to see that “never heard of BI on BI” drew zero responses in the 2014 survey, just as “didn’t know we had to” did in 2013. Forrester recommends that AD&D pros working on BI initiatives empower themselves with BI on BI techniques and capabilities as reviewed in our latest research.
Does Your BI Environment Support Efficient Resource Utilization?

Once you establish BI on BI processes, Forrester recommends proceeding to understand how efficient your BI environment is. Some of the key questions to ask are:

- **Are you using more or fewer BI platforms than your peers?** In a recent survey, Forrester found that the majority of technology decision-makers use one to three BI enterprise platforms at their firms, while some use as many as eight (see Figure 8). Anecdotally, three BI platforms turns out to be a reasonable minimum, as enterprises typically deploy one platform for most reporting and analytics needs, a second for lightweight self-service data exploration and/or predictive analytics, and a third that usually comes embedded in enterprise resource planning and/or customer relationship management applications.

- **Are your BI technology support ratios above or below industry averages?** Key metrics to track include the ratio of AD&D professionals and BI help desk staff to business content authors, power users, and casual users (see Figure 9). While there are no discernible patterns in these ratios, a clear industry trend and a best practice is to empower business users to self-service a majority of their BI needs and requirements and reduce their dependence on technology professionals.

- **How many different reports and dashboards do you produce?** With the advent of online analytical processing and data exploration technologies, the number of different reports and dashboards that an organization has to produce has been steadily declining, as the same report or dashboard can be reused for different purposes, data views, and analytics use cases. Our latest survey shows that the majority of organizations produce 25 or fewer reports or dashboards per user; 77% of this content is interactive (see Figure 10).
Where do you deliver the information? In the age of the customer, where reacting at the right time and in the right place can make the difference between won and lost deals, the information necessary to make decisions has to be available wherever the business user is, not when they get back to the office. The trend clearly shows an increase in the adoption of mobile devices for BI: in 2014, 44% used tablets and 33% used mobile phones for BI, versus 27% reporting any mobile BI usage in 2013 (see Figure 11).

Figure 8 Most Organizations Say They Use Products From Just A Few BI Vendors

“How many vendors’ products are you using for your BI environment?”

<table>
<thead>
<tr>
<th>How Many Vendors’ Products</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>One</td>
<td>37%</td>
</tr>
<tr>
<td>Two</td>
<td>29%</td>
</tr>
<tr>
<td>Three</td>
<td>18%</td>
</tr>
<tr>
<td>Four</td>
<td>8%</td>
</tr>
<tr>
<td>Five or more</td>
<td>8%</td>
</tr>
</tbody>
</table>

Base: 1,006 global technology decision-makers who know which vendor(s) their firm uses

Source: Forrester’s Business Technographics® Global Data And Analytics Survey, 2014
**Figure 9** Power Users And Content Authors Consume Far More BI Tech Professional Resources

9-1 Power users and content authors consume more BI tech professional resources...

“How many users does a single BI technology professional (report/dashboard developer) support?”

- **Infrequent users**
  - Fewer than 10: 14%
  - 11 to 50: 17%
  - 51 to 100: 22%
  - More than 100: 31%

- **Frequent users**
  - Fewer than 10: 11%
  - 11 to 50: 33%
  - 51 to 100: 11%
  - More than 100: 31%

- **Power users, content authors**
  - Fewer than 10: 39%
  - 11 to 50: 39%
  - 51 to 100: 6%
  - More than 100: 3%

9-2 ...and more BI help desk resources than frequent or infrequent users

“How many users does a single person staffing your BI help desk support?”

- **Infrequent users**
  - Fewer than 10: 25%
  - 11 to 50: 11%
  - 51 to 100: 14%
  - More than 100: 22%

- **Frequent users**
  - Fewer than 10: 25%
  - 11 to 50: 22%
  - 51 to 100: 11%
  - More than 100: 14%

- **Power users, content authors**
  - Fewer than 10: 39%
  - 11 to 50: 25%
  - 51 to 100: 8%
  - More than 100: 3%

Base: 36 professionals with knowledge of business intelligence in their organizations

Note: “Don’t know” responses are not shown.
Source: Forrester’s Q4 2014 Global Business Intelligence Benchmarks Online Survey
Most organizations produce 25 or fewer reports and dashboards per user

“How many reports or dashboards does your organization currently have per each user?”

<table>
<thead>
<tr>
<th>Number of Reports</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>More than 50</td>
<td>8%</td>
</tr>
<tr>
<td>26 to 50</td>
<td>8%</td>
</tr>
<tr>
<td>10 to 25</td>
<td>36%</td>
</tr>
<tr>
<td>Fewer than 10</td>
<td>36%</td>
</tr>
</tbody>
</table>

Note: “Don’t know” and “Other” responses are not shown.

Three-quarters of BI content is interactive

“How much of your BI content is static and how much is interactive?”

- Static: 23%
- Interactive: 77%

Base: 36 professionals with knowledge of business intelligence in their organizations

Source: Forrester’s Q4 2014 Global Business Intelligence Benchmarks Online Survey
Figure 11 More Organizations Are Delivering BI Information Via Mobile

“What is the delivery platform for your BI applications?”

<table>
<thead>
<tr>
<th>Platform</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Desktop/laptop PCs</td>
<td>67%</td>
<td>94%</td>
</tr>
<tr>
<td>Intranet portal</td>
<td></td>
<td>85%</td>
</tr>
<tr>
<td>Mobile</td>
<td>27%</td>
<td>44%</td>
</tr>
<tr>
<td>Embedded into operational (e.g., ERP, CRM)</td>
<td>36%</td>
<td></td>
</tr>
<tr>
<td>Extranet portal</td>
<td>23%</td>
<td>19%</td>
</tr>
</tbody>
</table>

Base: 36 professionals with knowledge of business intelligence in their organizations

Source: Forrester’s Q4 2014 Global Business Intelligence Benchmarks Online Survey

Is Your BI Environment Effective In Supporting Improved Decision-Making?

While BI efficiency metrics are relatively straightforward and easy to collect and analyze, BI effectiveness analysis is a trickier challenge. Some of the key questions to ask are:

- **Do you provide fresh or stale data?** While more than half of the organizations we surveyed still work with data architectures based on end-of-day batch processes to refresh data warehouses and data marts, the trend is toward near real-time and true real-time environments (see Figure 12-1). All survey respondents indicated that they intend to increase their near real-time (a few seconds) and true real-time (milliseconds or less) capabilities and reduce their reliance on daily, monthly, or quarterly data refreshes. A different architectural and tuning question is query latency, or how quickly a query returns results from a database. When designing new reports, dashboards, and BI applications, most Forrester clients (52%) are trying to achieve a response time of less than 10 seconds; a few (8%) look for no latency at all — in-memory, true real-time data exploration (see Figure 12-2).

- **How long does it take to find answers?** Data refresh and query latency kick in only after a query is submitted to a database. But how many clicks — selecting entities, attributes, metrics, measures, and filters; answering prompts; and drilling down into, slicing, and dicing
data — does it take to formulate a question (build an SQL or MDX query) and get an answer (result set)? The majority of Forrester clients (55%) strive to keep the number of clicks to less than 10. Interestingly, anecdotal evidence does not support the survey finding that only 14% “can’t measure” the number of clicks, because none of the leading BI platforms provide such measurement capability out of the box. All of the Forrester clients who can indeed measure the number of clicks custom-built this kind of logging and measurement functionality.

- **Do insights support actual verifiable facts?** This one is a real challenge, as measuring report and dashboard effectiveness involves mostly discipline and processes, not just technology. For example, if a data mining analysis predicted a certain number of fraudulent transactions, do you have the discipline and methodology to go back and verify whether the prediction came true? Or if an inventory level metrics dashboard was flashing red, telling you that the inventory levels were too low for the current business environment, and the signal caused you to order more widgets, was it a good or a bad decision? Did you make or lose money on the extra inventory you ordered? More organizations are realizing that this is the ultimate measure of BI effectiveness. Fourteen percent of Forrester clients report robust capabilities for such an analysis, up from zero in 2013, and 44% report some capabilities in this area, up from 33% in 2013.
Figure 12 Firms Have A Long Way To Go To Meet Their Data Latency Goals

12-1 Organizations expect to reduce their data latency times in the near future

“What percentage of your current BI applications have the following data refresh or latency times? How do you expect them to break out into these categories in the near future?”

(Percentages are averages of the responses in each category)

<table>
<thead>
<tr>
<th>Current</th>
<th>Future</th>
</tr>
</thead>
<tbody>
<tr>
<td>True real time (same as operational data)</td>
<td>2%</td>
</tr>
<tr>
<td>Near real time (a few seconds behind)</td>
<td>9%</td>
</tr>
<tr>
<td>A few hours behind</td>
<td>13%</td>
</tr>
<tr>
<td>End of day</td>
<td></td>
</tr>
<tr>
<td>End of month</td>
<td>9%</td>
</tr>
<tr>
<td>End of quarter</td>
<td>3%</td>
</tr>
<tr>
<td>End of year</td>
<td>6%</td>
</tr>
</tbody>
</table>

Base: 22 professionals with knowledge of business intelligence in their organizations

(Percentages may not total 100 because of rounding)

12-2 Responses in near real time are the goal of most organizations

“When designing and developing new reports, queries, or dashboards, what response time do you target/try to achieve?”

| Instantaneous (no-latency) interaction | 8% |
| One to three seconds | 33% |
| Four to 10 seconds | 19% |
| More than 10 seconds | 0% |
| Depends on the use case | 22% |

Base: 36 professionals with knowledge of business intelligence in their organizations

Note: “Other” responses are not shown.

Source: Forrester’s Q4 2014 Global Business Intelligence Benchmarks Online Survey
WHAT IT MEANS

VENDORS WILL START TO PRACTICE WHAT THEY PREACH

Forrester finds it frustrating that while “clicks to buy” or “shopping cart abandonment” analysis are basic capabilities of web analytics platforms, current versions of leading enterprise BI platforms do not provide such similar BI effectiveness features. It’s paradoxical that BI vendors that spend their time imploring business customers to run enterprises and organizations by the numbers (AKA BI) do not drink their own champagne, and do not provide out-of-the-box functionality to quantitatively measure the effectiveness of their BI platforms, tools, and solutions. As AD&D pros working on BI initiatives will continue to pressure BI vendors to do this, we expect more such features from leading vendors in the future.

In addition to assessing each client’s individual BI performance, cloud BI vendors — those that host multiple clients and applications on the same multitenant cloud platform — have a unique ability to provide multiclient, multiapplication BI benchmarks. Forrester expects that such benchmarks will become part and parcel of cloud software-as-a-service BI contracts and cloud BI vendors will start differentiating themselves based on this value-added service.

SUPPLEMENTAL MATERIAL

Survey Methodology

Forrester’s Q4 2014 Global Business Intelligence Benchmarks Online Survey was fielded to 54 readers of Forrester BI reports with knowledge of their firm’s business intelligence. For quality assurance, we screened respondents to ensure they met minimum standards in terms of content knowledge.

Forrester fielded the survey during Q4 2014. Respondent incentives included a complimentary copy of this report. Exact sample sizes are provided in this report on a question-by-question basis.

This survey used a self-selected group of respondents and is therefore not random. This data is not guaranteed to be representative of the population, and, unless otherwise noted, statistical data is intended to be used for descriptive and not inferential purposes. While nonrandom, the survey is still a valuable tool for understanding where users are today and where the industry is headed.

Forrester’s Business Technographics® Global Data And Analytics Survey, 2014, was fielded to 1,658 business and technology decision-makers located in Australia, Brazil, Canada, China, France, Germany, India, New Zealand, the UK, and the US from SMB and enterprise companies with 100 or more employees. This survey is part of Forrester’s Business Technographics and was fielded...
from January 2014 to March 2014. ResearchNow fielded this survey on behalf of Forrester. Survey respondent incentives include points redeemable for gift certificates. We have provided exact sample sizes in this report on a question-by-question basis.

Each calendar year, Forrester’s Business Technographics fields business-to-business technology studies in 10 countries spanning North America, Latin America, Europe, and Asia Pacific. For quality control, we carefully screen respondents according to job title and function. Forrester’s Business Technographics ensures that the final survey population contains only those with significant involvement in the planning, funding, and purchasing of business and technology products and services. Additionally, we set quotas for company size (number of employees) and industry as a means of controlling the data distribution and establishing alignment with IT spend calculated by Forrester analysts. Business Technographics uses only superior data sources and advanced data-cleaning techniques to ensure the highest data quality.

ENDNOTES

1 Your customers, empowered by technology, can leave at any moment. To retain their loyalty, companies like Hilton Worldwide and The Home Depot plan to spend hundreds of millions of dollars to redefine customer engagement. This redefinition takes many forms in both consumer and business-to-business markets. For a blueprint on how to do it, see the September 12, 2014, “The CMO’s Blueprint For Strategy In The Age Of The Customer” report.

2 As the demand for pervasive and comprehensive BI applications increases, so do the complexity and cost of large enterprise BI implementations. Organizations must demonstrate tangible value from BI by building solid business cases in an area where cause and effect often are not straightforward. However, building a BI business case is not for the faint of heart due to the grey areas around which processes and tools to include; the multiple BI components that typically need to be customized and integrated; and the frequent unpredictability of BI systems integration efforts. To learn more about navigating the maze of BI business case categories and typical BI ROI components and about identifying areas where quick wins may be possible, see the January 8, 2015, “Quantify The Tangible Business Value Of BI” report.

3 Source: Forrester’s Q4 2014 Global Business Intelligence Benchmarks Online Survey.

4 Source: Forrester’s Tech Industry Economics database.

5 BI is a key foundational element for the smooth running of all enterprises, regardless of the technology used to deliver it. Making sure that it actually happens remains a challenge: While the majority of organizations recognize the importance of BI and analytics, and strive hard to put in place the organizational structures, processes and technologies to support efficient and effective BI delivery, many continue to struggle. This is confirmed by the results of Forrester’s latest BI Maturity Survey, which are presented and analyzed in the following report. See the August 29, 2014, “BI Maturity In The Enterprise: 2014 Update” report.
Forrester’s BI maturity self-assessment model helps AD&D professionals working on BI projects to quickly assess the maturity of their current-state environments. It also allows them to benchmark their BI maturity against that of their peers and competitors, measure the progress of their BI environment, and correlate BI maturity to other business performance indicators. This report forms the assessment framework for the business intelligence playbook for application development and delivery professionals; it will help craft a strategy for ongoing assessments of their BI maturity. See the December 15, 2014, “Establish Ongoing Processes To Assess Your Business Intelligence Maturity” report.

Additionally, Forrester recommends using our BI maturity assessment tool at the beginning of any new strategic BI initiative to help you better understand your current state and strategic priorities. See the December 15, 2014, “Update 2014: Forrester’s BI Maturity Assessment Tool” report.

6 Source: Forrester’s Q4 2014 Global Business Intelligence Benchmarks Online Survey.

7 Enterprises still rely largely on intuition and qualitative hearsay assessments of business users’ level of satisfaction with BI applications and tools. Unfortunately, most off-the-shelf tools don’t quantitatively measure BI performance. In this, the performance management report of the BI playbook, we discuss some best practices as well as available tools to help AD&D professionals optimize and streamline their BI platforms, tools, and applications. For more information, see the December 22, 2014, “BI On BI: How To Manage The Performance Of BI Initiatives” report.

8 Source: Forrester’s Q4 2014 Global Business Intelligence Benchmarks Online Survey.

9 Source: Forrester’s Q4 2014 Global Business Intelligence Benchmarks Online Survey.
About Forrester

A global research and advisory firm, Forrester inspires leaders, informs better decisions, and helps the world’s top companies turn the complexity of change into business advantage. Our research-based insight and objective advice enable IT professionals to lead more successfully within IT and extend their impact beyond the traditional IT organization. Tailored to your individual role, our resources allow you to focus on important business issues — margin, speed, growth — first, technology second.

FOR MORE INFORMATION
To find out how Forrester Research can help you be successful every day, please contact the office nearest you, or visit us at www.forrester.com. For a complete list of worldwide locations, visit www.forrester.com/about.

CLIENT SUPPORT
For information on hard-copy or electronic reprints, please contact Client Support at +1 866.367.7378, +1 617.613.5730, or clientsupport@forrester.com. We offer quantity discounts and special pricing for academic and nonprofit institutions.

Forrester Focuses On
Application Development & Delivery Professionals

Responsible for leading the development and delivery of applications that support your company’s business strategies, you also choose technology and architecture while managing people, skills, practices, and organization to maximize value. Forrester’s subject-matter expertise and deep understanding of your role will help you create forward-thinking strategies; weigh opportunity against risk; justify decisions; and optimize your individual, team, and corporate performance.

« ANDREA DAVIES, client persona representing Application Development & Delivery Professionals

Forrester Research (Nasdaq: FORR) is a global research and advisory firm serving professionals in 13 key roles across three distinct client segments. Our clients face progressively complex business and technology decisions every day. To help them understand, strategize, and act upon opportunities brought by change, Forrester provides proprietary research, consumer and business data, custom consulting, events and online communities, and peer-to-peer executive programs. We guide leaders in business technology, marketing and strategy, and the technology industry through independent fact-based insight, ensuring their business success today and tomorrow.