Business Objects

GOVERNMENT INFORMATION MANAGEMENT (EGIM)

TRUSTED INFORMATION & DATA ACCESS FOR SHARED SERVICES

RESPONSE TO:

TRANSFORMATIONAL GOVERNMENT STRATEGY - ENABLED BY TECHNOLOGY

DOCUMENT CONTROL

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INTRODUCTION

This document has been prepared as a response to the Transformational Government Enabled By Technology strategy document published in November 2005.

Business Objects would welcome the opportunity to expand upon the effective Government Information Management (eGIM) strategy described within this document.

We believe that eGIM will become a critical component of the Shared Services delivery and needs to be reviewed by the Cabinet Office.

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EXECUTIVE SUMMARY

In order to deliver a convergent and consistent view of government, the information that flows across departments and the data shared with businesses and citizens alike must be trustworthy.

Transforming government enabled technology to reduce administrative burdens especially in the front office, will only be achieved if a trusted and single version of the truth exists within software applications.

The benefits of Shared Services and centralised Enterprise Resource Planning (ERP) applications has been clearly identified but has a strategy been reviewed to drive effective Government Information Management (eGIM)?

The primary function of Enterprise Resource Planning (ERP) systems is to enable organisations to input data. This data is then stored within multiple databases and reported upon via simple application screens or basic column and row tables.

(eGIM) is a framework defining a common data strategy, services and technology to deliver trusted information. It is Business Objects proposed strategy to combine Enterprise Information Management (EIM) and a Business Intelligence Platform (BI) for government.

Such a strategy is fundamental to the success of new Shared Service initiatives where Business Intelligence (BI) tools are now expected to deliver real information with real time functions to query and analyse further. At present there are at least three proven methodologies for architecting ERP Shared Services each with their respective merits, however there are two common risks, data access and data quality.

An eGIM framework will manage both accessibility to the planned ERP data repositories and enable a new era of Business Intelligence (BI) tools to turn traditional reports into trusted information with the ability to audit numbers back to their source. The ability to audit information provides assurance meeting the challenge of regulation and compliance.

As a service oriented approach eGIM will require ongoing governance processes to manage and maintain change as adoption of Shared Services grows and reporting proliferates government departments. Meeting everyone's information expectations during a period of transformation will be critical to drive adoption, whilst unifying public services within the UK.

Organisations focusing on the eGIM paradigm are seeking to reduce their data management costs by up to 30% and reduce the time taken to deliver key projects. Business Objects can provide thought leadership, a delivery methodology and a proven platform of tools for effective data management and business intelligence reporting.

A single observation does not a trend make!
Just as it takes two points to determine a straight line, it takes a series of values collected over a period of time to determine a trend.

THE PROBLEM

Vast and Growing Quantities of Data

As government departments increase their reliance on technology and a choice of modern and co-ordinated delivery channels, they are rapidly accumulating vast amounts of data. Every interaction between departments or externally with businesses and citizens results in historical information, as well as new case and contact information being input to operational systems, including ERP, for future use and access.

Yet Very Few Answers

With all this data available, it's surprising how difficult it is to obtain a comprehensive overview of government, for example to help match supply and demand; anticipate generic challenges; and identify services ideal for standardisation and sharing. In the private sector there are working examples of how to reduce the time and cost to get answers to similar questions.

Typically there are many disparate silos of data, like payment records that are kept in the accounting system, human resource records stored in HR and payroll applications; departmental business and citizen data stored in hundreds of operational application databases and contact management applications track external case notes.

Rarely do these systems speak the same language so there is no simple way for a non-technical user to get answers quickly. As a result, data has to be requested from different departments who usually dedicate staff to pull together the required data.

Responses can take weeks, by which time the data may already be outdated. It has been said that organisations are data rich but information poor. The challenge is how to transform data into useful information.

With an eGIM strategy vast quantities of data can be unlocked, standard reports can then be transformed by business intelligence tools providing Government with Assured Information, upon which decisions can be made, resources allocated and efficiencies reviewed to reduce the burden on front line staff.

Can you reference historical values?
Can you currently combine data from several operational systems?
Is important data trapped inside proprietary applications?

THE NEED TO ACHIEVE - EGOVERNMENT INFORMATION MANAGEMENT (EGIM)

Background

Over the last 15 years, government has established the need for Business Intelligence (BI) as a critical tool to deliver reports from application/transaction data stored in multiple databases.

Initially, demands on BI systems were for end users to gain basic access to data locked away in transactional systems. In some cases, organisations prepared data for BI by integrating multiple data sources into a single database or data warehouse. In others, users were able to access data directly with little consideration to the quality or validity of data.

While end-user reporting, analysis, planning and performance management needs have advanced BI technologies tremendously over the years, back-end data quality issues continue to be a huge challenge and a barrier to successful BI end-user adoption within organisations.

Additionally, the creation of Shared Service centres, centralised call centres and web sites has driven the need to access, migrate and consolidate increasing quantities of remote data to produce consistent information.

Factors such as government and corporate regulation and compliance have further compounded the pressure to ensure that organisations are always working with timely and accurate information. Data inconsistencies, redundancy, and poor data quality are no longer acceptable.

A single and consistent view of government information that is accurate, trustworthy and 'assured' is imperative. But, data will always be dynamic and disparate in most organisations. Traditional data management and warehousing techniques alone often do not address the broad spectrum of information access and analysis requirements.

To meet this challenge a strategy for eGovernment Information Management (eGIM) is required as soon as possible. eGIM will provide a framework to support the delivery of trusted information and 'single version of the truth' across government.

A comprehensive eGIM strategy will help departments improve and measure operational efficiency and serve to broaden the reach of accurate information.

To draw valid conclusions, an organisation needs to be able to analyse both current and historical data from multiple disparate sources. With a bit of luck, the organisation can consolidate the data from these disparate sources without resorting to "desperate measures".

THE VISION – EGIM

Challenge

eGIM facilitates two broad areas of data management. Business Intelligence (BI) for reporting, analysis, budgeting and forecasting; Enterprise Information Management (EIM) for operational data purposes.

There are a number of strategic initiatives within government requiring the effective management of information. These include:

- The implementation of Shared Services and
- The effective interaction of the citizen with multiple government departments.

Unless government can accurately and reliably consolidate information both inter and intra department these initiatives cannot succeed.

Shared Services requires that data from multiple, disparate systems be consolidated ensuring that the correct information from each system is correctly and accurately consolidated, data quality issues are addressed and that an audit trail of the data flow is essential.

If government is to succeed in its objective of improving citizen interaction with multiple departments, as well as consolidating call centres and web sites to cut costs, data must be accurately matched between systems and departments and then delivered to the end user, call centre or web site in a timely manner.

Information infrastructures are often fragmented with the same data and metadata (data description) residing in different departments, and/or geographies. This presents a challenge when it comes time to share and/or consolidate data and to deliver a single, consistent view.

Solution

Getting to a single view of an organisation has been a long-standing goal but it has been attained by only a few. Achieving the objectives of Shared Services and information sharing between departments as well as effective Business Intelligence (BI) necessitates the management of information across government. This requires a well thought out strategy that employs a framework defining a common data strategy, services, technology and governance processes that can address complex requirements

Ultimately, an Enterprise Information Management (EIM) alias eGIM needs to address the core issues that arise from having silos of data and metadata. The key areas to focus on are data integration, data quality, semantic reconciliation, and metadata management.

The goal of maximising government performance departments requires timely, consistent access to trustworthy information from within operations and beyond.

To reach this goal, government needs to implement an eGIM strategy that combines familiar and new methods for addressing data integration, data quality, semantic reconciliation, and metadata management. These components should be available as services that ultimately support the departments facing a Shared Service deployment. An eGIM strategy that offers a combined EIM and BI platform delivers a deeper level of insight and visibility to the organisation.

Managing enterprise information is an ongoing process that requires constant tuning as the business grows and evolves. EIM provides a way for organisations to set up a flexible framework to meet the rapidly changing information needs of the business.

A flexible EIM framework that is also integrated with and supports the BI environment provides you with:

- Operational data sharing
- Shared Services
- Consolidation for Information Management and Sharing
- A trustworthy data foundation for BI
- Agility to access real-time information for operational BI
- A single, consistent view of the enterprise

Benefits of eGovernment Information Management (eGIM)

So what are the rewards of eGIM and integrating data?

Single version of the truth

Organisations that have inconsistent and conflicting data from different systems can benefit from a data integration strategy to help clean up the inconsistencies and deliver a single source of truth.

Data accuracy

Bad data leads to bad decisions. An eGIM approach provides the opportunity for organisations to identify and correct erroneous data before it is used for decision making. A database or data warehouse allows organisations to integrate data from outside sources so it can be combined, rationalised, cleansed, and aggregated in a single environment that provides a comprehensive organisational view. The same applies to data migrated or consolidated for operational purposes.

Timeliness of information

Whether for operational or analytic purposes data must be delivered to it's destination within the right timeframe. Daily delivery of batch data is the most common method, however there is a growing need for ad hoc and real time reporting.

Querying your operational systems for information can drain its resources from doing the job for which it was intended. Building a database or data warehouse alleviates performance hits on your transactional systems while improving query and report performance for decision support.

Historical view of subject

A data warehouse allows you to store and access historical data so users can perform more complex analysis than would be possible on the operational data such as trending and forecasting.

Trusted information

Operational systems are frequently changing. Running reports at different times can produce different results. With BI users accessing integrated data, they will know when it was refreshed and they can trace the origin of the data.

In order for trust in the information delivered to be earned, information flows must be known and audited so their origin can be traced back to source. This will be of particular importance for statutory reporting requirements where auditors need to see a chain of evidence before signing off.

Trusted Information Architecture

To deliver trusted information, an information architecture is required that includes an enterprise class data integration and a business intelligence platform that is integrated down to the metadata level. A complete BI and EIM solution must deliver trustworthy information, maximum developer productivity and scalable.

Benefits of Business Intelligence (BI)

Organisations, employees, companies and citizens that are empowered with trusted information and Business Intelligence tools will dramatically reduce the administrative burdens especially in the front office.

Reporting

Reporting allows organisations to access, format, and deliver data as meaningful information to large populations of information consumers both inside and outside the organisation. Users, provided with the right information at the right time, can perform their roles more efficiently and information provided externally is more effective and well received.

Query & Analysis

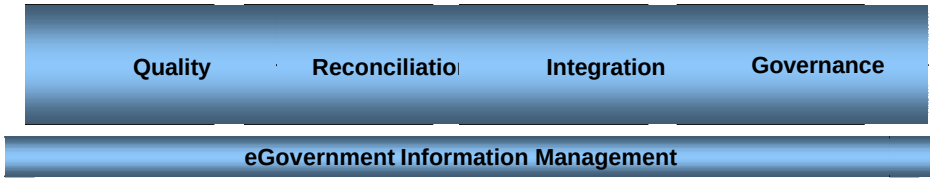
Many people's requirement for information cannot be satisfied by rigid, canned reports and they need more flexibility to serve themselves with appropriate information. Effective query and analysis tools which are simple enough to be used by a variety of people to answer further or additional questions quickly ensure that there are no roadblocks or delays to getting the right level of information necessary to run an efficient and responsive service.

Performance Management

Performance management products and services help users align with strategy by tracking and analysing key business metrics and goals via management dashboards, scorecards, analytics, and alerting. Anyone in an organisation can instantly see where they stand with respect to the organisational goals whether at a team, department or higher level.

By integrating data within a database or data warehouse, organisations can more effectively use this data for analytical purposes.

DATA ISSUES



Quality

What is the impact when you make decisions from inaccurate information? All too often decisions such as budgeting are made based on inaccurate information from reports that cause items to be overstated. Data quality issues are a reality in almost all transactional systems. They are caused by many factors like incorrect data entry, multiple records of the same business or citizen coming from different systems, empty fields like missing contact information, and redundant or inconsistent data between two data silos.

For most organisations, poor data quality is the primary reason for Shared Services projects fail. In the above example Shared Services projects suffer from a lack of end-user trust until the organisations successfully implemented a data integration strategy that fix data quality issues. Many organisations that have experienced this pain recognise the importance of data quality for BI success.

Reconciliation

How do you determine the costs of government when every department uses a different definition and coding structure for each transaction? Without a common language and definitions for data across the organisation, it is impossible for organisations to gain a single, consistent view of data. A process needs to be established to help define and reconcile semantics across the organisation with minimal impact on the current systems

Integration

Today, organisations face an explosion of data with information coming from traditional sources like spreadsheets, databases, legacy systems operational applications, as well as new sources like web applications and XML based systems.

As new departments open and existing ones merge, new data sources are introduced into the IT landscape. The one constant about government data is that it's always changing. As a result, IT must continually be prepared to deal with disparate data that comes from heterogeneous data sources.

Many commercial data warehouse implementations fail to meet their business objectives because of the rapidly changing landscape of data affected by organisational mergers. How do organisations gain a single and consistent view of operations when new data arrives even before the data warehouse is built?

Additionally, user requirements for on-demand information have increased. In many cases, users need near real-time information. To provide answers, data must be retrieved in real-time from multiple systems.

Governance

How can the numbers in your BI report, new ERP system and/or potential a Shared Services system be trusted if its origins are unknown and/or it is not known how it was computed?

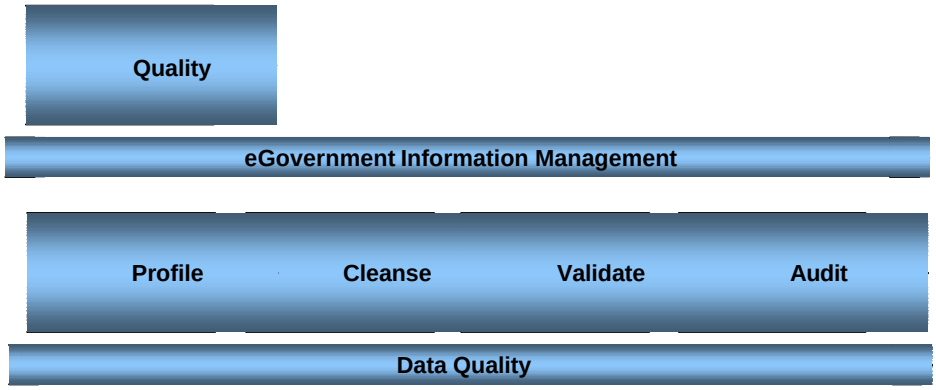
Compliance and regulatory requirements mandate that organisations are held accountable for their financial information and, as a result, the need to trace data back to its origin is now a critical function. To answer this question, visibility is required of all metadata in the IT environment. The challenge is that every data source, BI tool, and integration tool contains its own metadata and unless they talk to one another answering the above questions can be a very time consuming task. In some situations this is nearly impossible because data has been transformed manually.

For one Criminal Justice customer being able to show (audit) that data about people is correctly matched and merged into a new single "ERP" system is vital if public confidence in the system is to be maintained.

Without a way to easily view the end-to-end metadata organisations cannot deliver trusted information for users.

Data doesn't really flow. Rather, it tends to reproduce itself spontaneously with each new extract request. Unless the proper disciplines such as those involved in eGIM are in place, mutations are likely to occur with each new generation

DATA QUALITY



Data quality is an important component of any IT system implementation. Without data quality controls to ensure the accuracy and trustworthiness of information, deployments will fail to gain end-user confidence. There are a few vital steps to help deliver trustworthy information.

Data Profiling

This is the process of understanding the source data by analysing its characteristics, type, quality, and relationships. It typically occurs before any integration development begins and provides insight on how the data should be transformed to improve data quality. Data profiling can be used to identify problems and anomalies in the source data, such as telephone or national insurance numbers that do not match their expected format or pattern, new orders with requested delivery dates in the prior century, the number of unique values in a field and a count of suspicious values such as “99999” or blank, and gender code fields with eight different values. It can also be used to examine inter-record dependencies such as case records for court hearings that are not listed correctly. Data profiling and data cleansing complement each other. Once data profiling identifies an issue, the data cleansing process can then be used to facilitate its resolution.

Data Cleansing

The data cleansing process involves the identification, correction, and consolidation of data such as citizen or departmental data. For example, with citizen data, it allows for the identification of contact numbers and addresses. It then standardises the data and enhances it to fill in missing fields or incorrect address entries.

Data Validation

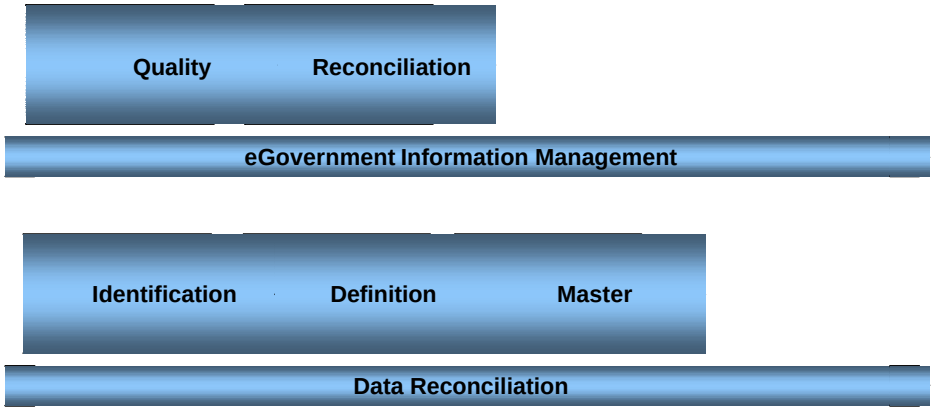
This process prevents unwanted data from entering your target database or data warehouse. For example, you may only want tax records in 2005, postal codes that match a specific pattern, or public office IDs that are not “null.” Data quality is often a matter of perspective and requires the tight collaboration between IT and organisation constituents. By defining the business rules that help identify unwanted data, ensures a high level of accuracy in the information that users depend on for their BI applications.

Data Auditing

Another challenge is ensuring the integrity of integrated data. By auditing data you can verify if the expected data is read, processed, and loaded successfully. For example, verify that all 100,000 records successfully loaded into a database or data warehouse.

Integrating data from multiple systems creates an environment where the whole is worth far more than the sum of the individual parts

DATA RECONCILIATION



Identification

Inconsistent semantics exists in every business domain and its underlying applications. Without a common definition of data across the enterprise each department will have a conflicting view of the business. This can strangle the efficiency and agility of the organisation. To achieve semantic reconciliation, organisations must identify inconsistent definitions and manage these semantics through a master reference solution.

Definition

The process of establishing these common data definitions is called semantic reconciliation. To be successful this requires senior level sponsorship. Typically, the role of a 'data governor' is developed to drive cross departmental standards for describing the business in terms of citizens, businesses, functions and employees.

For example, when determining departmental productivity using "cost per employee" as a metric, do two part-time employees, each working a four hour day, count as one employee or two? The answer is likely to differ by department and unless an organisation-wide definition is established, departmental comparisons are not meaningful.

Once an organisation identifies differing definitions and standardises on common definitions, a database or data warehouse can facilitate the implementation of standards. It may be impractical to modify every operational system to reflect the common standard, but it is possible to transform the data when extracted from the source of every operational system.

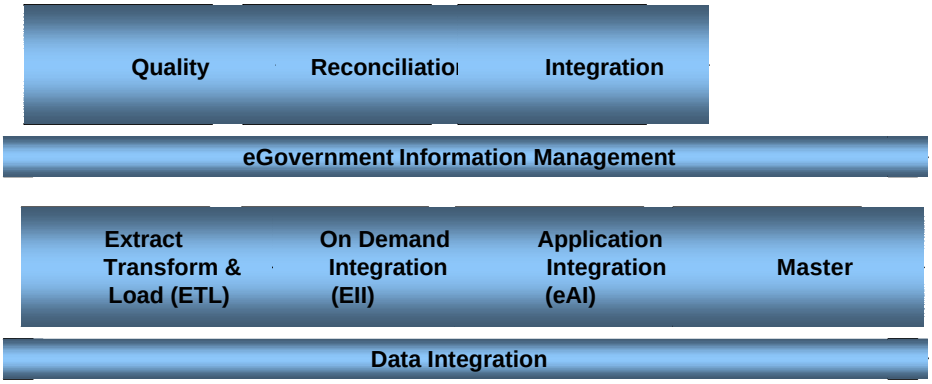
Master Data Management

All organisations have data that is used across several departments. Examples of these "reference data" files could include citizen, businesses, role and employee data, supplier data, and core financial data from an ERP application. In many organisations, individual departments maintain their own reference files and problems frequently arise when different departments use different identifiers or keys for the same citizen, making if difficult, if not impossible, to accurately aggregate and combine data across systems. For example, there's the potential problem for a citizen's tax liabilities and the benefits drawn to be accurately combined and the values reconciled.

The term "master data management" is essentially an extension of the reference file concept, a concept that was behind the use of centralised card index systems even before the common use of computers. Data integration technology combined with data quality software is the underlying technology for delivering an organisation wide master data management solution.

Minimise communication errors by ensuring that every department speaks the same organisation language and uses the same data definitions

DATA INTEGRATION



Data integration is the foundation for all the projects mentioned earlier. Without a well thought out strategy for unifying disparate data, there will not be a single view of the truth or the scope to realise the benefits of Shared Services.

Extract, Transform, and Load (ETL)

ETL technology extracts data from disparate source systems, transforms the data to meet operational requirements and loads the data into a target database or data warehouse. The ETL process usually occurs in a nightly (batch) window and allows organisations to:

- Create a trustworthy data foundation for analytical purposes.
- Combine data from disparate data sources.
- Establish consistency throughout the organisation.
- Provide historical records to enable trend analysis.

Enterprise Integration Information (EII)

EII technology has emerged to provide agility for organisations to provide real time information. It is both complementary and in some cases an alternative solution to ETL providing real time view of disparate data without physically moving it into a new location. Only requested data from the transactional systems are accessed and transformed on demand at query time and the end result appears as though it comes from a single data source, similar to a database or data warehouse. Because there is no storage of data, EII does not address the need for a historical view of an organisation.

EII allows organisations to:

- Provide real-time view of data spread across multiple operational systems
- Combine data from operational systems with a database, data warehouse and other applications.
- Support operational Business Intelligence (BI) needs.

Enterprise Application Integration (eAI)

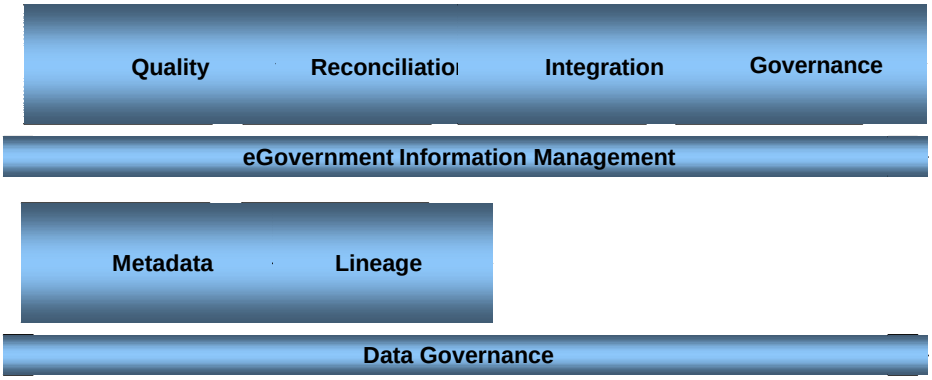
eAI is an event-driven technology to transfer messages (data) from one application to another. It can also be used to connect application data in real time for process automation and to capture changes in operational systems to feed real time data to data warehouses.

eAI allows organisations to:

- Make a change in one application and reflect it elsewhere.
- Ensure that the change is captured and delivered reliably.
- Feed data warehouses with real-time data.

Developing ETL and EII processes by hand is difficult; maintaining it is time consuming and expensive.

DATA GOVERNANCE



Metadata Management

Deployments involve numerous tools that all have their own metadata with a large amount of overlap. Databases generate metadata for data dictionaries; ETL tools generate metadata for the physical mappings, transformations, and data quality; BI systems generate metadata for the semantic layer, reports, objects, goals, and metrics; and modelling tools generate metadata on logical mappings.

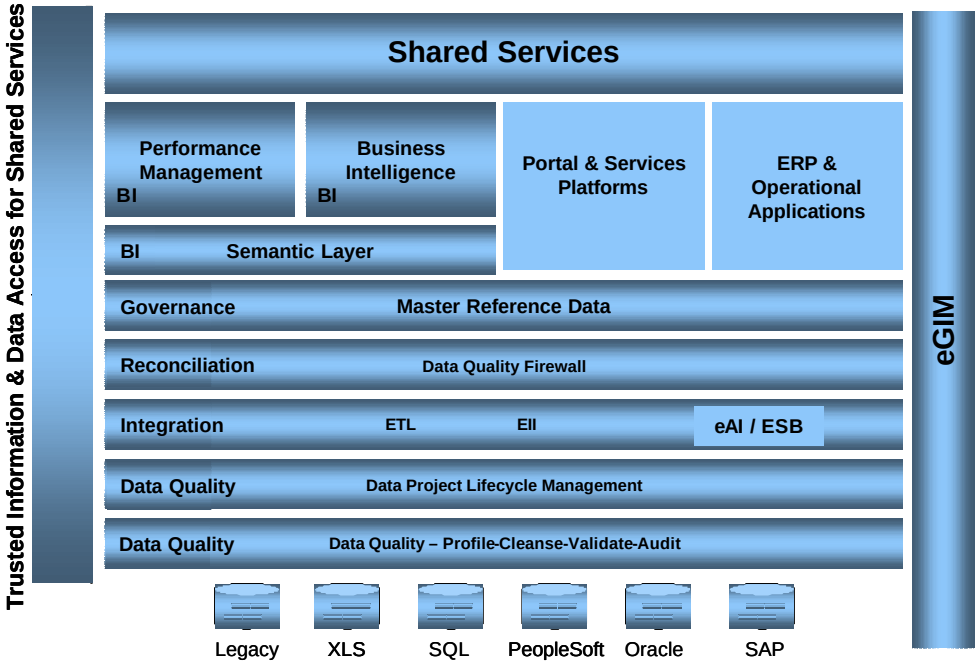
Because of metadata proliferation, it is very difficult for organisations to trace the origin of data back to its transactional source. This is particularly important for meeting compliance and regulatory requirements that require an audit trail for financial reporting. Conversely, seeing impact analysis from a source system all the way through the process provides dramatic visibility for IT to 'assure' data integrity and manage change.

By using a metadata management solution to consolidate and integrate metadata into a single location, IT can view, analyse, and explore metadata from all disparate systems. This enables IT staff to understand the context of information and understand relationships between metadata objects, structure of the data, end to end impact analysis, report to source data lineage, and operational statistics. With a metadata management strategy, organisations can deliver trusted data for compliance requirements, internal controls, and improved decision making, as well as rapidly reducing change management costs.

Data Lineage - The Ability to Audit

A benefit of metadata management is data lineage. This allows users to view the context of data in their BI reports. Users can see when it was updated, how it was computed, and where it came from all the way back to the original transactional source. This visibility is critical to help users to audit and gain trust in their information.

In almost all situations, a packaged eGIM solution will be significantly less expensive in the intermediate and long term.



The above diagram positions eGIM within the Shared Service Centre (SSC) and the relationships with core ERP applications. Potentially, a service oriented platform may include a portal framework with Direct.gov and Business Link components.

A service oriented platform is a key component of the modern SSC, however the ability for non-technical users to configure and compose their own application simply, is still to be delivered but eGIM can empower users today with the tools to configure and query multiply systems in a secure manner.

To illustrate, eGIM may evolve in three stages:

Stage 1 – Data Migration

eGIM should be architected and implemented as part of the early phases of the SSC and, in some cases, even before the core ERP components are installed. Generally, data is migrated from either existing systems and/or integrated with multiple sources requiring data reconciliation to create a baseline data set ready for testing. This means that part of the SSC objective can be realised with no changes to the existing systems.

Stage 2 – Data Management

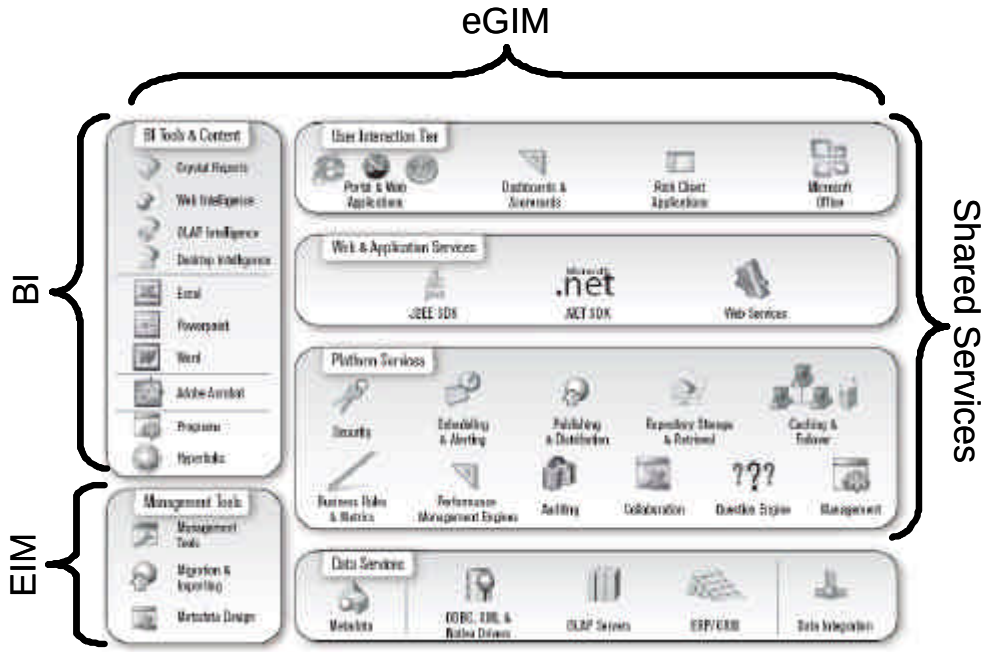
When the time comes to consolidate data from the existing systems, eGIM will deliver the functionality to assist in the design process, profiling of source data, improvement of data quality and integrate (consolidate, match/merge) data into the SSC

This migration of data is critical to the future success of the SSC and will usually take many iterations to perform as things like data quality are continually assessed and corrected.

Stage 3 – Business Intelligence

Once eGIM is implemented within the SSC, the platform to implement BI will already be in place. The same technology already utilised (above) can then be used to maintain data quality and populate a database, data warehouse and/or data marts. BI tools can then be utilised to deliver required information to government.

BUSINESS OBJECTS - SERVICES ORIENTED ARCHITECTURE (SOA)



This diagram is an example of how eGIM is provided by the Business Objects XI Platform, spanning EIM, BI and Shared Services.

The Business Objects XI Platform is built upon a proven service oriented architecture designed for the rigorous demands of Enterprise Information Management (EIM) and Business Intelligence. The highly scalable, services-oriented architecture is comprised of specialised tiers for the presentation, design, deployment, and data access for end user information thus meeting the requirements of eGIM.

The XI platform is designed for extensibility so as new services are purchased, new and innovative tools become available, new platforms are introduced, new hardware or software is acquired, new innovations are developed, and more users need access, the system can adapt to these changing requirements.

Cross platform services support leading server and application platforms including Windows, Sun Solaris, IBM AIX, HP-UX, and Red Hat Linux. In addition, it provides support for Java and .NET application servers and web servers.

The platform enables organisations to view and interact with data and information. It allows intuitive on-report analysis for information exploration, discussion threads for collaborative decision making, and integrated scheduling and distribution of documents based on events, business calendars, or intervals.

IT management and administration benefit from the central repository for all content and user profiles, access to security entitlement databases for user, role, and document security, metrics management and performance management applications, and portal and dashboard integration components.

BUSINESS OBJECTS XI PLATFORM

Business Objects provides a Business Intelligence (BI) solution that is fully integrated with the Enterprise Information Management (EIM), therefore it is able to support eGIM.

Business Objects XI Platform delivers through specialised end-user tools on a single, trusted business intelligence and information platform. Business Objects XI includes the industry's best performance management, reporting, planning and query and analysis products. These integrated end-user interfaces are supported by the most reliable, scalable, flexible and manageable BI platform, and are complemented by unified data integration (EIM)

Business Objects XI delivers extreme insight on a trusted BI and EIM platform

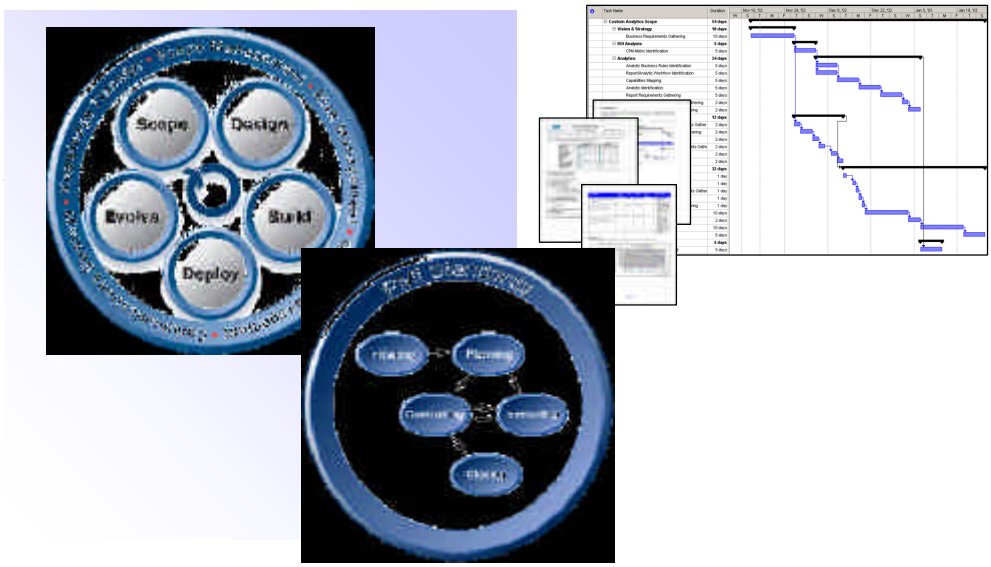
Organisations can start to feel confident that they are achieving the goal of eGIM and they can easily align to the broader organisational strategy. Thanks to a unified view of enterprise performance, end users can measure what matters most and monitor individual and operational goals and metrics through intuitive, interactive, and visual displays of information. Business Objects XI Platform allows the IT department to integrate BI into any EIM infrastructure and embed secure components into virtually any application. With its adaptive, services oriented architecture, broad data access, end to end metadata, and centralised, web based administration, the Business Objects XI Platform is the best platform to standardise on for all your BI and EIM needs and to embed into your existing applications.

The right data integration solution ensures better decision making by delivering credible, timely, and accurate information to the organisation.

BUSINESS OBJECTS SERVICES DELIVERY METHODOLOGY & APPROACH

Business Objects provides Professional Services to ensure the success of the core Business intelligence (BI) and Enterprise Information Management (EIM) implementation and adoption of the results throughout an organisation.

Business Objects Professional Services have a proven delivery methodology which clearly defines 5 phases of project development; Scope, Define, Build, Deploy and Evolve. Each phase focuses on achieving key milestones and producing key deliverables that progress the overall system towards completion in a controlled and disciplined way. The iterative approach ensures rapid delivery of functionality and provides the best environment to facilitate knowledge transfer to the in-house team and/or systems integrator.



Data-Driven Decision Making

At the heart of any BI and EIM initiative, regardless of the business problems being addressed, lies the goal of instituting data-driven decision making in an organisation. BI and EIM is all about making informed decisions based on solid data instead of on intuition or partial information. With BI systems built on eGIM, government can treat decision making as any other process that can be evaluated and continuously improved. Business Objects has over ten years experience in defining and delivering successful BI and EIM solutions such eGIM.

Organisational Readiness

To leverage the full benefits of data-driven decision making, it may be necessary to adapt existing processes and prepare to take advantage of the new BI capabilities. For example it may be necessary to modify existing team member roles or create new roles to support data-driven decision making processes. What's important is that the overall vision and strategy is defined and everyone buys into it. It is also critical that any BI initiatives align with the overall organisation goals. The organisation must develop skills around software, processes, and data as well as new ways to think about peer interaction during the decision-making process. Business Objects has strategic partners/system integrators that can help customers with transformational processes.

Technical Readiness

When most organisations think about implementing eGIM, they think in terms of the technical aspects of the systems. Technical readiness includes ensuring that your technical infrastructure is aligned with the anticipated usage scenarios and that the necessary data is available and represented in a consistent manner to meet the information requirements of target users. A key goal of technical readiness is planning for future growth and evolution of data-driven decision making in an organisation. Again Business Objects has the experience to help customers define and architect industry best practice infrastructures for BI and EIM solutions such eGIM.

Customer Quote - Department for Work and Pensions

"*Business Objects Professional Services provided us with a critical head start in delivering reporting requirements to tight timescales. The company's expertise has enabled our company to develop reporting that supports changing business processes. Throughout the implementation, Business Objects has strived to create a reporting infrastructure that will support our evolving Enterprise Reporting requirements.*

"Throughout our project working alongside the Business Objects Professional Services team, all work was performed to a very high standard. The Business Objects team were at all times professional, courteous and diligent, often in very difficult circumstances".

UK Public Sector

Business Objects has over ten years experience of providing UK Public Sector organisations with the tools and expertise to enable them to consolidate, analyse and interpret data from multiple sources.

Within the UK, Business Objects has a specialist Public Sector team comprising of Account Directors, Business Consultants, Professional Services and partnerships with key systems integrators. The Public Sector team also works with the European and international Public and Federal practices contributing and drawing upon shared knowledge, expertise and best practice.

Today, Business Objects has over 1,500 government departments, local authorities, national agencies and educational institutions among its customers. Although each faces specific challenges, nearly all operate in an environment that is data rich but operates with limited budgets, people and resources. Reporting, analysis, planning and performance management solutions from Business Objects supply professionals with information at all levels. They become fully equipped to make effective decisions on service provision and efficiency to identify areas of cost savings.

More information about Business Objects within the UK Public Sector can be found at http://www.uk.businessobjects.com/solutions/industry_solutions/government/default.asp

Overview

Business Objects is the world's leading Business Intelligence (BI) software company. With more than 30,000 customers worldwide, including over 80 percent of the Fortune 500, Business Objects helps organisations gain better insight into their business, improve decision making, and optimise enterprise performance.

The company's Business Intelligence platform, Business Objects XI, offers the BI industry's most advanced and complete platform for performance management, planning, reporting, query and analysis, and data integration. Business Objects XI includes Crystal Reports®, the industry standard for enterprise reporting.

Business Objects has built the industry's strongest and most diverse partner community and also offers consulting and education services to help customers effectively deploy their Business Intelligence projects.

More information about Business Objects can be found at www.businessobjects.com

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GOVERNMENT INFORMATION MANAGEMENT (EGIM)

TRUSTED INFORMATION & DATA ACCESS FOR SHARED SERVICES

RESPONSE TO:

TRANSFORMATIONAL GOVERNMENT STRATEGY - ENABLED BY TECHNOLOGY