Roundup of Business Intelligence and Information Management Research, 1Q08

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This document provides a roundup of our 1Q08 (and some earlier) research and toolkits for IT leaders on the topic of business intelligence (BI) and information management.

Key Findings

- BI and information management initiatives can contribute to improved business process agility and enable decisions that drive strategic business transformation. But organizations often struggle to build an effective business case for these investments.

- IT leaders must factor potential cost-cutting measures into their plans, to reflect business imperatives that increasingly include cost-cutting measures.

- Organizations are increasingly incorporating and using more Internet-based information from outside the firewall. This information may not always be reliable or qualified, and may, in fact, be hostile.

- New cross-functional organizational models, practices and skills are required to address the variety, volume and velocity of information in practical and innovative ways.

- Hosted e-mail has been around for at least a decade. However, we are seeing a significantly changed hosted e-mail market — one that is poised for explosive growth.

- Open-source technology and products are often asked about; while some products are seeing adoption, the markets for and capabilities of many open-source BI- and information-management-related products are still in the early stages of development and are evolving.

- SAP's acquisition of Business Objects is causing many SAP customers to re-examine their product portfolios and, in some cases, change their architecture and product deployment strategy.

Recommendations

- Although BI and information management initiatives have gained ground among users in early 2008, organizations must continually seek new and emerging solutions. As seen through the rapid evolution of open-source software in this area (and in upcoming research), research areas can change significantly in only a few months.

- Take advantage of the many new ways to create and strengthen links throughout your BI and information infrastructure that will ultimately lead to success.

ANALYSIS

Gartner's BI and information management role spans five IT-led initiatives:

- BI and performance management

- Data management and integration

- Enterprise content management

- Enterprise information management

- Social software and collaboration

Here, we group our publications and toolkits based on their appearance in 1Q08 on the Business Intelligence Information Management IT Leaders portal, which focuses on supporting the leaders of these initiatives.

Pragmatic Concerns in the Hostile Information Ecosystem

When it comes to the credibility of information that resides on the Internet, what you see may *not* be what you get. IT leaders can't presume that the data they collect online is generated by an author whose intentions are pure. This increasingly hostile environment means that you shouldn't trust:

- The people who create Internet information

- The people who look for information (who do so in their own best interests)

- The people and methods that make it possible for you to find information (since they may have their own agenda, at the expense of yours)

In these research notes, we probe this untrustworthy environment. We urge caution in using online data in the hiring process and in qualifying the value of online insights. We offer a policy template to help you govern the use of social networking sites. And we take a deeper look into this hostile information "ecosystem," exploring how it can threaten your firm's reputation.

"Scrutinize the Use of Social Networking Sites to Vet Job Applicants"

"Use Care and Caution to Qualify Insights From the Internet"

"Toolkit Sample Template: Governance of Social Networking Sites"

"Introducing the Hostile Information Ecosystem"

"It's Time to Start Managing Your Internet Reputation"

Open-Source Business Intelligence and Information Management

Since its arrival on the IT scene, open-source software has been the center of much controversy. Many industries have yet to figure out how to price most Internet content and "cloud" computing efforts. (Witness the Hollywood writers' strike about generating and allocating revenue from "new media.") The notion of an open-source software environment in which new technology is developed by communities and shared, rather than shrouded in as much secrecy as the fabled recipe for Coca-Cola, can be baffling to companies that aim to turn a profit. These research notes

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look at this slowly maturing market, and identify strategies that can help your organization realize practical benefits from this evolving production environment.

"Open Source Database Management Systems are Maturing and Usable"

"Open-Source Business Intelligence: State of the Market"

"Decision Framework: Use These Criteria to Determine Whether Open Source Should Be a Part of Your ECM Strategy"

"Evaluating IBM, Microsoft, Oracle and SAP Open-Source Software Strategies"

"Microsoft Open-Source Licenses May Help With Community Support"

Web Content Management: Expanding Reach

The problem of how to manage content on the Web has challenged companies since the dawn of the Internet. Although, initially, the Web was considered to be "IT's problem," working with the Internet has become a pervasive business practice that touches every part of the workforce, as well as a company's reputation as an innovative, evolving and profitable entity. Use these research notes to learn more about the ways in which Web content management (WCM) affects — and benefits — business units rather than the IT organization.

"Web Content Management and Portals: Collusion Not Collision"

"How Internal and External WCM Requirements Differ"

"The Three Business Worlds of WCM"

"Web 2.0 and Beyond: Evolving the Discussion"

"Open Source Is an Option for Web Content Management"

Maximizing the Business Value and Building a Business Case for BI

We often get asked about the business value and return on investment of BI and performance management (PM) initiatives. Many of the business benefits that organizations say they realize from their BI/PM initiatives are not easily quantifiable — for example, enabling better and faster decisions. But our review of the 2007 and 2008 submissions to Gartner's BI excellence awards shows that many organizations are realizing clear and substantive benefits in terms of revenue, cost control, risk management and compliance from their BI investments. This collection of research can help IT leaders identify the "make or break" factors that can mean the difference between success and failure for BI/PM initiatives. We show how to extract the most value from BI investments. We also offer metrics that can be used to define and measure business value, and we look at how one financial firm used BI to help create a profitable new business.

"Take These Steps to Develop Successful BI Business Cases"

"Toolkit Tactical Guideline: Five Success Factors for Effective BI Initiatives"

"Toolkit Sample Template: Maximize the Business Value of Business Intelligence and Performance Management Initiatives"

"The Gartner Business Value Model: A Framework for Measuring Business Performance"

"Toolkit Case Study: Unicredit Leverages BI to Create a New Business Model"

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Cost Cutting in Tough Times

Even during an economic boom, organizations demand maximum value from their investments in BI and information management initiatives. And, of course, this requirement only intensifies when companies enter cost-cutting mode. These research notes aim to help you realize these goals via emerging technologies (such as self-service reporting and analysis) and through careful consideration of the staffing levels that support your organization's information management initiatives.

"Cost Cutting for IT Content Management in 2008"

"Cost Cutting in Data Management and Integration, 2008"

"Cost Cutting to Reduce Enterprise Search License Costs by $250,000 or More"

"FAQ: Negotiating Pricing, and Terms and Conditions With Data Integration Tools Vendors"

"Cost Cutting for IT in Web Analytics"

"Value Drivers for Advancing the Strategic Role of Information"

"Emerging Technologies Will Drive Self-Service Business Intelligence"

Hosted E-Mail

Hosted e-mail has been around for at least a decade. However, the market is suffering a good deal of confusion, due to nomenclature issues. Analysts who cover the e-mail world define hosting as externally provided e-mail services. Software as a service (SaaS) is just one form of hosting; an example of e-mail SaaS is Google's Gmail service. Vendors that sell Exchange-based multitenant and dedicated server model mailboxes aren't necessarily SaaS, but they are e-mail hosters. These research notes examine a significantly changed hosted e-mail market — one that is poised for explosive growth. We learn how a big U.S. government agency streamlined its e-mail operations while providing better service to users. We probe the risks that firms will likely encounter in their relationship with e-mail hosting providers. We offer a sample request for proposal for use in soliciting hosted e-mail service vendors. And we provide a presentation that can facilitate internal discussion about whether hosting is right for an organization.

"E-Mail Hosting: Poised for Explosive Growth"

"Case Study: Health and Human Services Consolidates and Outsources 72,000 E-Mail Users"

"Toolkit: E-Mail Hosting Request for Proposal"

"Tactical Guideline: Minimizing Risk in E-Mail Hosting Relationships"

"Toolkit Presentation: Driving the Hosted E-Mail Decision Process"

Governance Policies and Practices for Enterprise Information Management

Business's expectations of the IT organization are changing. What matters to business people is information, not technology. Organizational changes are required to shift the focus of IT from technology to information. Here, we review the policies and processes critical to making a smooth and smart transition across your entire organization — from managing the roles and responsibilities of key team members to the practical uses of information itself. We also look at

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one company that is building its competitive advantage and boosting productivity through an unwavering focus on improving the accuracy of, and practices surrounding, data quality.

"Organizing for Enterprise Information Management"

"Key Issues for Establishing Information Governance Policies, Processes and Organization, 2008"

"Value Drivers for Advancing the Strategic Role of Information"

"Case Study: Aera Energy's Comprehensive Focus on Data Quality Generates Competitive Advantage"

BI Platform Magic Quadrant and Customer Reference Survey

In this set of research notes, we take a 360-degree look at the leading BI platform vendors and their products. Our recent Magic Quadrant offers our official and reasoned view of the platform and service capabilities of BI vendors. Having consulted it, IT leaders can compare our analysis with the informed opinions of experienced customers, who separately rate their vendors and their platforms' functionalities in two new research reports. These customer perceptions are based on the results of a Web survey we conducted as part of our 2008 BI platform Magic Quadrant research. We also offer a useful toolkit that provides a "how to" guide to negotiating the best deal with BI vendors and to getting the technical and customer service you deserve. Finally, we define the key BI platform capabilities and provide a matrix in which to assess vendors' products against those capabilities.

"Magic Quadrant for Business Intelligence Platforms, 2008"

"BI Platforms User Survey: How Customers Rate Their BI Platform Vendors"

"BI Platforms User Survey: How Customers Rate Their BI Platform's Functionality"

"Toolkit: How to Negotiate With Business Intelligence Vendors"

"Business Intelligence Platform Capability Matrix"

Key Issues for Business Intelligence and Information Management Initiatives

BI and information management spans five IT-led initiatives. In this set of research notes we outline the key issues that we will address in our research and supporting toolkits in 2008. Through ongoing conversations with our clients, Gartner not only tracks trends in the market and best practices, but also has a unique opportunity to "see around the corner." From this perspective, we plan our research to provide solid, visionary and "actionable" guidance to forward-thinking organizations around the world. These research notes outline some of the key issues our analysts will cover in 2008. We also discuss the challenges facing CIOs responsible for business objectives, as well as the technologies they use to achieve those goals.

"Key Issues for Business Intelligence and Performance Management Initiatives, 2008"

"Key Issues for Enterprise Content Management Initiatives, 2008"

"Key Issues for Enterprise Information Management Initiatives, 2008"

"Key Issues for Data Management and Integration Initiatives, 2008"

"Key Issues for Social Software and Collaboration Initiatives, 2008"

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SAP and Business Objects Road Map

Although mergers and acquisitions in the BI and information management market have become almost weekly affairs, SAP's acquisition of Business Objects is causing many customers to re-examine their product portfolios and, in some cases, change their architecture and product deployment strategy. In this collection of research notes, we answer some of the most common questions about SAP's acquisition of Business Objects in 2007 and the planned combined BI platform and corporate performance management (CPM) product lines. We also offer a perspective on the larger BI market with our latest Market Trends report.

"Q&A on SAP's CPM Product Strategy After the Business Objects Acquisition"

"Q&A: SAP's New Business Intelligence Platform Product Road Map"

"Q&A: Usage Patterns of the SAP NetWeaver Business Intelligence Platform"

"SAP's Planned Business Objects Buy Signals Strategic Shift"

"Market Trends: Business Intelligence, Worldwide, 2008"

The Proactive Information Management Journey

Key business imperatives often require an information management infrastructure that can deliver improved process agility and enable decisions that drive business transformation. The ability of IT leaders to proactively align and position information management initiatives is driven by the desire to rationalize direction and investments, derive more value from information assets and contribute to business growth. On the other hand, reactive information management is driven by urgency and tactical necessity. Largely forward-looking, proactive measures require adaptation to shifting paradigms, so Gartner's research looks at vital practices for managing and integrating information — such as through data mart consolidation and leveraging alternative delivery models' impact on data integration. Since resistance will likely arise as the journey advances, the toolkit in this set of research provides a template for IT leaders to communicate a proactive road map and engage business leaders and other key stakeholders in charting the journey.

"Toolkit: Charting a Map to Advance the Strategic Role of Information"

"Tactical Guideline: How Data Mart Consolidation Can Improve Information Management and Reduce Costs"

"Ten Challenges for Successful Composite Multienterprise SaaS Integration"

"The Impact of Alternative IT Delivery Models on Data Integration"

"Metadata Business Threats and Opportunities"

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