

Cutting Through the Clutter

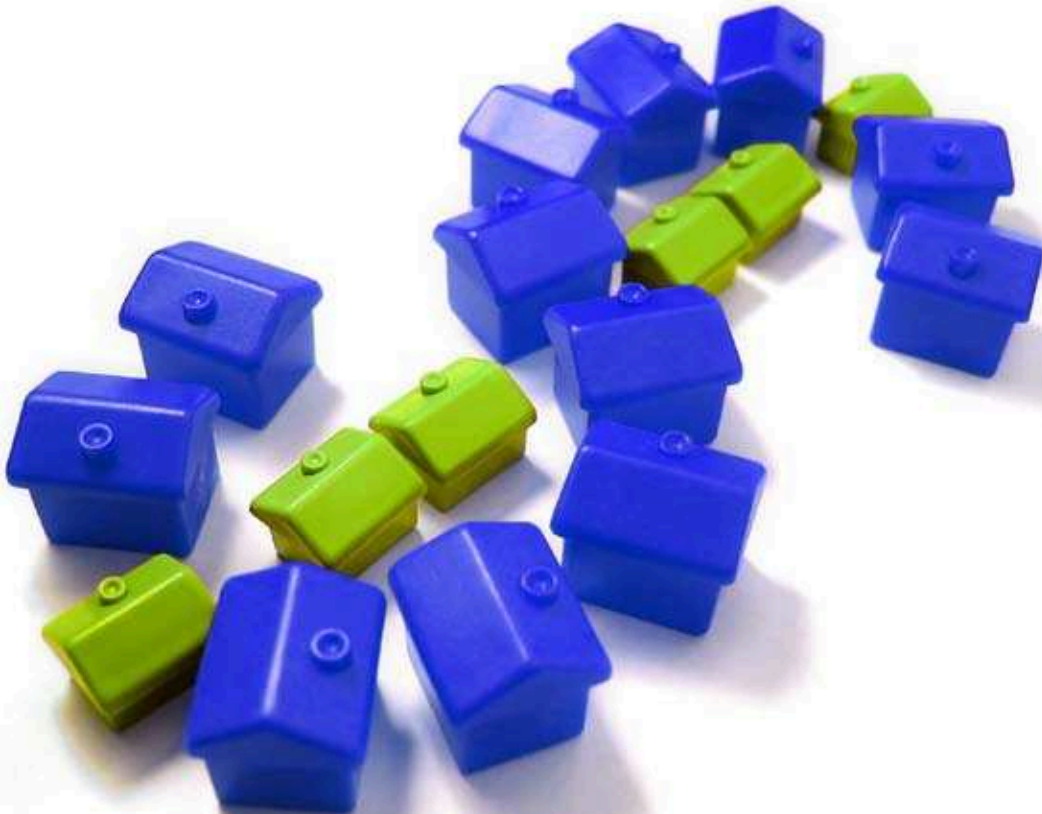
Using Information Dynamics to get the right information to the right people at the right time

For a company to achieve its goals and perform effectively, the key leaders need to be able to provide guidance and make smart decisions.

This is only possible if they have timely, at their fingertips actionable intelligence — information that enables the management's decision support system. This intelligence comes from splicing and analyzing various pieces of information gathered from many business units.

While each unit has information or data that is useful locally, the information's full value isn't realized unless it is collected, analyzed, and ultimately acted upon at a higher level.

Business Intelligence must be shared — and shared appropriately — to be of any use in running the company. But what information really matters to whom? And how can people get what they need efficiently, without having to wade through extraneous information?



How to Drive More Value Through Information Dynamics

Deloitte's Consulting department has found that our clients can build strong information availability and decision support systems by focusing on a few key components.

Assemble the audience. Identify the key users and the kind of information they need to do their jobs effectively. For example, the CEO, the CIO, the CFO, business users, etc.

Know the informants. Identify the source of the various types of information to be provided.

Decide what makes the cut. Information passed between the various business units and made available to the highest levels of the company should meet one or more of these criteria:

- **Pivotal.** Is it "active" information? (i.e., is it current and reliable, and do decisions depend on it?)
- **Impactful.** Does it affect performance at the departmental level, or is it information that describes performance in a way that affects decision-making at any other level or for any other department or business unit?
- **Metrical.** Does the information contribute to the measurement or real-time monitoring of the company's high-level performance goals?
- **Cautionary.** Can the information indicate current or impending interruptions or degradations in either departmental or company performance?
- **Influential.** Does the information affect the timeliness of performance or the response by any department or the company in general?

Establish the platform. Analyze the different software vendors and implement your knowledge network accordingly (e.g., BI, warehousing, reporting tools).

Choose the vehicle. Identify and implement a means of effectively delivering the information to the right person (e.g., reports, portals, etc.).

Create an Information Eco-System. Design and implement a system that aggregates information from data warehouses, analyzes the information using business intelligence tools, and presents the information with an actionable workflow via an Enterprise Portal for effective decision-making and management knowledge empowerment.

Provide Enterprise Context. A common level of understanding is a key goal in deriving tangible business benefits. It involves corporate standards, well-defined business processes, and enterprise meta data that create a uniform business vocabulary. This occurs when the information delivery system and its underlying infrastructure support an enterprise context. An Enterprise Portal can help provide that context to the company, via business process, application, and information integration, to ultimately realize business benefit.

Bottom-Line Benefits

- Provide correct information to the people who need it, when they need it
- Provide timely metrics in evaluating overall business performance
- Enable effective decision-making

Getting It Done

Deloitte Consulting can help you implement an efficient and effective information delivery system that supports decision-making and allows you to run your business better. Our specialists will work with you to:

- Identify core information and reporting needs
- Assess information and technology capability gaps
- Map projects and initiatives to gauge alignment
- Link projects to corporate objectives and reset priorities as needed
- Evaluate current operating practices to identify bottlenecks or inefficiencies
- Identify and maintain best-practice documents

Contact

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