

MORE THAN A PAPER TIGER

Support in the initial development and implementation of a BI strategy.

Information about customers, products, finances and markets is increasingly becoming an important asset. Migros has already invested heavily in business intelligence in recent years and has reached a correspondingly high level of maturity. With the present project, together with IT-Logix, they formulated an overarching BI strategy that is oriented towards the company's goals. On the one hand, the way was shown

how the BI goals could be achieved in detail. On the other hand, the implementation resulted in a sustainable added value: Because with the pragmatic procedure model of IT-Logix, it is ensured in the individual implementation steps of the realization that the target state is not only described on paper, but also implemented in practice.

MIGROS

The BI Solutions department, located in the Migros IT Services Directorate at M-Retail, plays an important role in the implementation and measurement of corporate goals at Migros: On the one hand, it is responsible for the smooth operation and support of the data warehouse based on Teradata, SAP Business Warehouse and Hadoop, as well as for the quality proof of the POS data flow. In addition, a team of around 30 develops and optimizes the BI systems and applications and supports customers of the M community from consulting to the conception and realization of new BI solutions. Changes had already been introduced to ensure operations, compliance with service level agreements, and various development and enhancement projects, for example by merging separate teams and defining selective standards. Nevertheless, Dominic Bossard, head of the BI Solutions department, recognized potential for improvement in several respects: "For example, similar customer needs of the Migros Group were served with different solutions in the back and front ends as well as different guidelines and methods. Therefore, the multitude of evaluation systems was no longer manageable for the end user. In some cases, it was unclear which evaluations were to be used for which questions and which content was to be searched for on which systems. There was also a lack of uniform definitions of key figures across system boundaries, and duplications led to confusion among customers. "In addition, the need for merging data from different existing and new data sources is growing," says Bossard. Keywords here include advancing digitization, personalization, pattern recognition or the trend away from pure past analyses to future forecasts, as well as new technologies such as Hadoop, SAP HANA and mobile computing.

Development of a BI strategy

Following the organizational measures introduced in earlier years, a system-side consolidation should now also take place. Another goal is to make the visualization vis-à-vis the customer independent of the "underlying" backend system via a uniform notation. "Customers should be able to operate themselves via a central portal and easily find reports and key figures along the process chain," is one of Bossard's goals. Controlled self-service solutions are also intended to ensure better control over

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Dominic Bossard, Head of BI Solutions in the Retail Division of Migros IT Services

the quality of the data. In the medium term, customers should be able to benefit from data and master data truth. The above-mentioned reasons ultimately led to the decision to define a BI strategy that not only includes the architecture and services, but also the organization, the users, and the associated processes. Bossard: "First and foremost, the BI strategy should define a plan for the future, but at the same time include patterns from the past, which also had to be taken into account with the new approach." In addition, the BI strategy was also to serve as a perspective for the organization and for positioning within the company, and as a communication basis for customers and employees. Finally, Bossard, together with IT-Logix and the core team, kicked off the project with a kick-off meeting. At 14 workshops, basic terms of the strategy were defined and then the vision (image of the future), the mission (basic purpose), and the BI goals were developed, considering the company's objectives. The BI umbrella strategy and the individual sub-strategies in the areas of organization and processes, integration, publication, and delivery were then underpinned with principles that set out the framework for future development.

Strategy broadly based

In developing the present strategy, Bossard was primarily concerned with defining how BI is to be lived once his department is involved. However, he wanted the strategy to be broadly supported and therefore brought in key players from various areas to expand the teams. These included representatives from industry and retail, but also from central functions such as those responsible for strategic development in marketing and controlling, as well as key players from the merchandise areas. - The core team developed the individual strategy points and presented them to the extended team for

review, after which the team fed back its views. Once these inputs had been incorporated, the consultation process took place in the -expanded team. From the meetings of the core team, around 25 principles were defined, from which transformation steps were subsequently derived.

Pragmatic approach

These transformation steps are of particular importance in the approach of IT-Logix because concrete measures are defined and with their practical implementation the actual gaps between the actual and target state are closed. If possible, the individual transformation steps are in an existing customer project. This can be, for example, the implementation of the principle of a uniform notation, which was assigned to ongoing projects for the development of key performance indicators in the form of management cockpits for different companies. Or, from the principle that the requirement determines the BI tool, it was formulated in a separate transformation step how the existing BI tool strategy should be revised and implemented. This transformation step was then in turn linked to projects aimed at consolidating the existing landscape. "IT-Logix has a simple process model that is easy to explain and transport," says Bossard. "This pragmatic approach represents an important success factor for Migros' BI strategy project and therefore contributes to the successful achievement of our BI and also -our corporate goals." Bossard cites the dovetailing with overarching strategies, a small, powerful core team for the groundwork, the early inclusion of the central stakeholders, a regular update to customers, management, management, and employees as further important success factors. Finally, IT-Logix was a very experienced, competent, uncomplicated, flexible - and all in all - pragmatic partner. The strategy was released around eight months after the launch.

Brief description of the project

Initial situation

Different solutions for similar customer needs and duplications led to confusion among end users. Inconsistent metric definitions across system boundaries affected perceptions of data quality. These circumstances, along with changing customer needs such as merging information from different data sources, digitization, personalization, pattern recognition, and new technologies, prompted the development of a BI strategy for Migros.

Solution

IT-Logix supported the BI Solutions department of Migros IT Services of the Federation of Migros Cooperatives in the initial development and continuous implementation of a BI strategy. In this process, goals, vision, and mission were formulated together with a core team consisting of representatives of the department's management team and IT-Logix' strategy consultant, and the most important principles were elaborated that support the achievement of the goals accordingly. The results of this collaboration were regularly discussed and approved with the most important stakeholders and put into practice in concrete transformation steps.

Benefit

The journey we have taken together has helped to increase the understanding of BI in the company and to make the value of the job transparent. The developed strategy is a plan for the future of BI at Migros, but also a basis for communication for customers and employees. The implementation of the transformation projects realized with IT-Logix, which made it possible to close the gaps between the actual and target state, generated sustainable added value.

Highlights

- High acceptance of results by management, Employees and internal customers
- Concrete transformation projects to achieve of the target state

Standards

- IT-Logix BI Strategy Framework and Templates
- IT-Logix Business Requirements Engineering Framework (IBIREF) for requirements management

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