Improved Business Intelligence Process Helps Diebold Build an Information-Driven Enterprise

Capgemini helps implement Oracle solution to ensure the company is on track to meet all of its global information strategy milestones

The Situation

Diebold Incorporated, an international leader in self-service delivery as well as security systems and services, wanted to improve its Business Intelligence (BI) processes in order to:

- Establish a formal global business intelligence and analytics strategy
- Create a self-service BI environment for key business units
- Institute a global standard for data management and governance
- Replace current BI reporting processes with more streamlined and efficient methods

The Solution

In 2007, Diebold purchased Oracle Business Intelligence Enterprise Edition (OBIEE), and was planning to deploy the application. Upon recommendation by Oracle, Diebold enlisted the expertise of BI Consulting Group (BICG), a Minneapolis-based provider of Oracle technology services, acquired in July 2011 by Capgemini. Together, BICG and Diebold collaborated to build a BI roadmap, which included a recommendation to purchase the pre-packaged Oracle BI applications for dashboards and reporting rather than to build them on its own. Diebold purchased Oracle Sales Analytics and Oracle Financial Analytics, and enlisted the help of BICG to support the implementation.

The Result

Diebold is on course to realize a wealth of benefits in the following key areas:

- **Significant cost savings** through streamlined data consolidation and reporting.
- **Increased productivity** due to more easily accessible reports and less time spent producing manual reports.

"It would have taken us months longer, maybe years longer, to really understand what's in the BI apps and understand how to deploy them. BICG had the expertise, they had the methodology, they had the resources that helped us learn, and they provided the knowledge-transfer and training. Without them, we wouldn't have been successful within the project scheduled timeframe."

Tina Suttle
Manager, Business Information Services
Diebold, Incorporated

People matter, results count.

- **More accurate data and improved data stewardship**
- **Increased sales visibility and management** by enabling better analysis of pipeline opportunities to identify next steps and up-sell/cross-sell opportunities.
- **More stringent management of the lead to opportunity process** which enables marketing and sales to better understand and analyze pipeline and potential opportunities.
- **Reduced operating costs** of about $100,000 in annual expenses due to the retirement of the outdated sales reporting system.

How Diebold and Capgemini Worked Together

Diebold had decided to formalize its global information strategy in 2007, and had plans to develop this strategy with an iterative approach over several years. Prior to this, Diebold faced challenges with inconsistent data, and a complex report development process that lacked drill-down capability and required a great deal of manual effort. Diebold consulted BICG for support in developing a BI Roadmap. A team from Diebold and BICG built a business case that included a strong recommendation to buy the pre-packaged Oracle BI Application, rather than build custom dashboards and reports on its own. BICG's approach to BI deployment resonated with Diebold.

Whereas most firms develop business requirements first before deploying, BICG begins by installing the BI Application followed by a review of the data and how it is populating in pre-built dashboards and reports. From there, the BICG team would be able to conduct gap analysis, define business requirements, and develop a roadmap that depicts the most effective configuration and deployment of the applications. Impressed by BICG's thorough BI knowledge, Diebold chose to retain BICG's experts to train employees for OBIEE, deploy and fine-tune the platform, as well as assist with data-modeling and architecture.

Diebold established an aggressive 12-week timeline to implement the BI

applications for both Sales Analytics and Financial Analytics. BICG was able to deliver against this timeline because of the team's careful deployment methodology, and its breadth of expertise, coupled with its 24/7 real-time access to Oracle technical resources.

Although from a technical standpoint, Diebold is well on its way to realize a BI-driven culture, there are still challenges with user adoption. Diebold is currently working on a marketing and communication campaign that will stimulate and incentivize user adoption across the organization. This means helping employees to appreciate the BI culture, and how it helps them work more effectively.

Working with BICG, Diebold is on course to see its vision to be a BI-driven organization become a reality. While transforming the culture is a work in progress, Diebold is already enjoying a wealth of benefits including:

- Improved reporting with decreased turnaround time and increased accuracy and consistency.
- Creation of a self-service BI environment where business units have the access, information, and training needed to customize dashboards and reports to fit the company's needs.
- Transformation of the corporate culture as the methods of BI management are embraced throughout the organization.
- Improved global data management and governance that allows for a complete view of customers, suppliers, resources, assets, and financial results.

According to Tina Suttle, Manager, Business Information Systems, the company is on track to meet all of its global information strategy milestones. In the near future, Diebold plans to leverage the work modeled by BICG to deploy additional BI applications including Supply Chain, Accounts Receivable, Accounts Payable, and Procurement/Spend.

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Capgemini in Collaboration with Business Information Consulting Group
High Tech
Business Information Management
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90 countries. Diebold is based in Canton, Ohio and is a publicly traded company on the New York Stock Exchange under the symbol DBD.

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