

Business Intelligence Competency Centers – the 2012 Study

Business Intelligence Competency Center (BICC) is a cross-functional team with specific tasks, roles, responsibilities and processes for supporting and promoting the effective use of Business Intelligence across organizations. (Gartner 2001)

Following the pioneering report in 2010, Capgemini proudly presents a new study on Business Intelligence Competency Centers (BICC). Through in-depth interviews and surveys among 17 major organizations the study has uncovered experiences and best practices on how to establish a successful BICC.

Main findings

The study reveals that establishing a BICC is an increasing trend in the market:

- 8 of the 17 companies in the study have established a BICC,

while 8 companies are planning on establishing a BICC in the near future.

- The first BICC in this study was established 3 years ago while half of the companies with a BICC established them in the year 2011, indicating a strong growth in the establishment rate in recent years.

We have seen that the type of responsibilities and functions of the BICCs range from very practical tasks, such as end user support services, to

highly strategic ones, such as prioritizing BI projects (see figure 1). Furthermore, the study shows that the use of specific KPIs is a good way to succeed with the BICC.

The BICCs in this study have also achieved more authority and decision-making power:

- 63% of the all participating companies claim that their BICC sponsor is or should be someone high up in the hierarchy of the company, in most cases on CXO level.
- Half of the companies with a BICC claim that their BICC's decision-making authority includes making decisions about which BI solutions should be developed and establish separate budgets for BI solutions.

The 2010 study identified that most organizations preferred to follow the virtual and centralized BICC organization model. However, in the 2012 study we find a large amount of co-located and de-centralized BICCs as well, chosen deliberately to fit the main organization structure.

The 2012 study has also identified the short and long term benefits that actual BICCs have been able to achieve, and presents an analysis of the cause-and-effect relationships between them. The top reported benefits include:

- Better collaboration between Business and IT
- Increased use of BI in the organization
- Better data quality

These benefits ultimately result in favorable impacts on revenue, costs and organizational efficiency.

BICC stereotypes and recommendations

The study has uncovered typical patterns of BICC configurations among the respondents in the study.

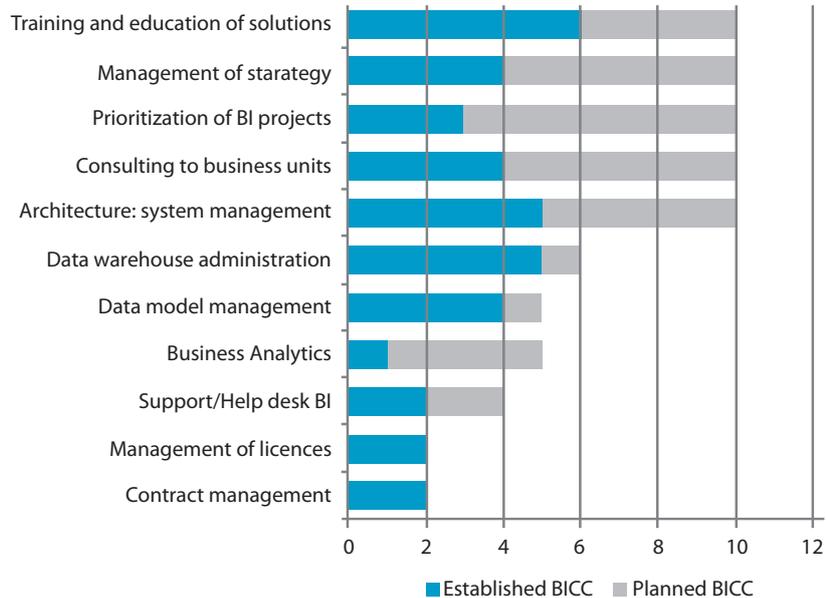


Figure 1: Functions and responsibilities for BICC

These are referred to as “stereotypes” and include the:

- Strategic BICC
- Operational BICC
- Knowledge network BICC
- Standardization BICC
- Universal BICC

Each BICC stereotype is described by a frequent set of main responsibilities, typical organizational model, common benefits and challenges. The purpose

is to provide readers with useful templates for finding the right configuration for their own organization.

The BICC 2012 study is presented and organized as a step by step guide to establishing a successful BICC in order to provide readers with best-practice insights from practical market experience.



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