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Abstract

Business Intelligence (BI) helps organizations in decision making which in turn helps improve business performance and opportunities. When it comes to maintaining BI teams, it is a big challenge especially when the teams are spread worldwide. In such cases, it becomes important to have a global BI governance team. A qualitative study consisting of interviews was conducted in the Mining and Rock Excavation business area of Atlas Copco. This was aimed to understand the current BI governance structure and the critical issues involved in creating a global BI governance structure. Through the study it was seen that the current BI governance is scattered and many issues such as decentralization of departments, non-standardized processes, lack of alignment between business and IT and lack of single BI point of contact existed. It was concluded that the way to improve this was to centralize processes, align business and IT and also create a competency centre which serves as a single central BI team which can prioritize, handle and guide any BI requests.

Keywords: Business Intelligence, Governance, Competence Centres, BI success factors, BI project management.
1. Introduction

The term Business Intelligence (BI) was first used for describing “concepts and methodologies for improvement of business decisions, using facts and information from supporting systems” by Howard Dresner in 1989 (Power, 2007). Gartner Group who has used the term BI since 1996 defines it as “an umbrella term that includes the applications, infrastructure and tools, and best practices that enables access to and analysis of information to improve and optimize decisions and performance” (Gartner, 2013). Ranjan (2009) noted that BI has two different meanings related to the use of the term Intelligence. The primary is, the human intelligence capacity applied in business affairs/activities and the second relates to the intelligence as information valued for it being current and relevant (Ranjan, 2009). Zeng et al., (2006) defined BI as “The process of collection, treatment and diffusion of information that has an objective, the reduction of uncertainty in the making of all strategic decisions.” BI is an important growth area in Information Technology (IT), and as such, warrants academic attention and continues to grow despite the slowdown in the IT industry (Gibson, Arnott and Jagielska, 2004).

In order to ensure successful BI project implementations, it is important to have a vision and a team to execute it. This team should be governing the implementation ensuring smooth functioning of the BI teams. Watson and Wixom (2007) showed that, for BI to be useful on an enterprise basis, it must be driven from the top. Senior management should have a vision for BI, provide the necessary resources, and insist on the use of information-based decision making. People, committees, and processes must be in place to manage and support BI. BI governance, they found, addresses many important issues, including alignment, funding, project prioritization, project management and data quality. When there is alignment, BI can be a powerful enabler of business strategy, including new business models that bring about organizational transformation (Watson et al., 2007). Many researchers emphasise on the need to align IT needs with the business in order to evolve a process-centric platform for decision making (Sastry and Babu, 2013). David (2010) referred to steering committees and governance structures as one of the most important pathways to successful BI implementation (David, 2010). Governance structures help an organization to go beyond project selection and prioritization. They also enable to oversee processes and ensure adequate representation of various departments when making decisions with respect to project prioritization and funding (Gutierrez, 2006).

Atlas Copco Rock Drills AB is a manufacturer of mining and construction machines and industrial tools. Being one of the biggest companies in Örebro, its operations are extended world-wide. Over the past 6-7 years, the company has been increasing the use of BI and its applications to cater to the needs of the business. The company currently has multiple BI applications running across the organization and in various locations. This case dealt particularly with the Business Area Mining and Rock Excavation (BA MR) in terms of strategizing and improving processes that deliver BI solutions. Within BA MR, multiple project teams work towards delivering BI solutions and each of these teams work in decentralized methods and follow their own processes. There is no controlling body to govern the processes and no committee/body to take major decisions like for ex, what technology suits best the needs of the organization given the current working architecture or implement policies and processes for BI. The decentralization of every project team is a problem because each of the teams follows their own processes and methods. In many cases the project teams have the same or similar methods creating redundant processes and development. It is therefore very much essential to build a governance structure for the implementation of BI solutions and establish a standardized process to handle requests for BI applications.

Keeping in mind the company’s privacy policies, this paper doesn’t explicitly cover details regarding the company’s organizational structure or details regarding how BI is used in the company.

This case highlights some of the issues faced in global, decentralized organizations such as Atlas Copco in trying to bring in a BI governance structure. It looks at some of the common issues encountered in any decentralized organization in bringing in some amount of centralization. Through this case, some of the critical issues in implementing Global BI Governance are highlighted. These issues can be the common issues found in most Global organizations trying to bring in centralized processes and it justifies the findings of the available research in this field. This case can be a lead to further research in the area of BI governance.
The main aim of this project is to investigate the current BI governance structure in the business area Mining and Rock Excavation and understand the impending issues and critical factors that affect the implementation of a Global BI governance structure.

In order to realise the aims and objectives, below are the research questions that are being studied.

- How is the BI Governance Structure implemented in the Business Area of Mining Rock Excavation at Atlas Copco?
- What are the critical issues in implementing Global BI in this case?

2. Method

In order to answer the research question and to fulfil all the aims and objectives, it was important to understand the data in depth. The first step was to understand the current organizational situation in terms of BI implementations and how an implementation of Global BI governance can impact the organization and its needs. The research was a qualitative case study (Yin, 2003) and the technique chosen was to conduct in-depth interviews along with supporting it with a small amount of literature review.

Before formulating questions, a small inception study of the current situation and the current BI strategy for the company was conducted with the help of the documents provided by the company. After analysing the data, it was required to understand what the needs of the company were in terms of BI governance and how some of the governance activities were planned. The literature in the subject relating to BI governance and BI processes was also studied to gain more knowledge in the subject. The literature was looked up for using Summon Database of the Örebro University and Google Scholar.

Interviews were conducted to collect the required data. The interview questions were designed keeping qualitative research techniques in mind. The questions were open-ended which gave the respondents the opportunity to answer them openly with a free-flow of thoughts. The participants in this study included the people in the organization who are responsible for the implementation of BI strategies. Ten people were interviewed who gave inputs about BI governance and BI processes involving the governance. It was important to have a group with a mix of people from the business and those representing IT; who were both users of the BI applications (like Vice Presidents of departments) as well as those who were involved in planning and developing the BI applications. Since the business area has a global presence and it is divided into various departments, it was important to select participants representing various departments across the globe and get their view on the current BI governance and the challenges according to them in implementing global BI governance.

The interview questions for this study were designed keeping the data collected from the company and the research question in mind. The research question was to understand how the current BI governance structure in the company is and the critical issues. The questions were thus aimed to understand the current situation in the company. This included questions to understand the existing BI governance structure, people involved and some of the critical issues that need to be dealt with in putting together a Global BI governance structure. The questions chosen covered a wide range of topics from benefits of BI to BI governance to the challenges and issues in implementing a governance structure. This helped understand the BI perspective in the organization along with understanding the needs of the company in terms of BI Governance. Some of the questions were aimed to understand the level of BI awareness in the company. The questions that were used for the interviews can be seen in Appendix A. The questions mostly served as the base questions and due to the nature of the research, the respondents had a free flow to answer the questions and where needed, more questions was asked to obtain more information from the respondents.

Face to Face interviews were held with the stakeholders located in Örebro and Skype/phone calls were made to those located internationally (4 of the 10 were internationally located). Notes were taken as a part of the interview and these notes were consolidated and the consolidated notes were sent back to the respective interviewees for review to get their confirmation before the results were analysed. The
gathering data was consolidated in the form of a matrix (Webster and Watson, 2002) which provided an easy summary and helped analyse the data in a structured fashion.

Literature review of the subject was done to understand the research done in this field of study and to support the findings of this study. The key phrases used to find literature were Business Intelligence, BI Governance, BI Steering Committees, Business Intelligence Project Management, BI solutions. Google Scholar and Summon Database of the Örebro University were used to find relevant literature in the subject.

3. BI and BI Governance in the Literature

BI is not a new area of research; however, research in the field of BI governance is limited. Based on the available literature some of the important aspects for BI governance could be understood. The literature in the field helped bring out the important benefits of BI, need for BI governance and the important issues to be taken into account to establish BI governance. The findings from the literature helped identify the common issues in the case and also justify the findings from the case study.

BI success is defined differently by different organizations depending on the benefits expected from the BI initiative (Işık et al., 2013). Gibson et al. focussed on the intangible benefits of BI and pointed out that BI can help attain greater business knowledge, improved work processes or more effective relationships (Gibson et al., 2004). BI helps meaningful information to be delivered at the right time, at the right location, and in the right form (Negash, 2004; Jagielska et al., 2003) to assist individuals, departments, divisions or even larger units to facilitate improved decision-making (Yeoh et al., 2010). Khan (2013) stated that, the quest for delivering business value via BI can be seen as a matter of determining how an organization can use BI to improve management processes such as planning, controlling, measuring and monitoring, to improve revenues, reduce costs, or both. He also showed that it helps improve operational processes which include sales campaign execution, customer order processing, purchasing, and/or accounts payable processing which again aid in increased revenues, reduce costs or both (Khan, 2013).

Many researchers have pointed out to the fact that the BI governance is not easy because of unclear expectations, unclear leadership, competing priorities and conflict as well as organizational structure (Gutierrez, 2006; Lönnqvist et al., 2006). Some of these issues definitely govern the way an organization works and also form some of the major issues which influence the implementation of a governance structure. Researchers (Biere, 2003; Cates, Gill and Zeituny, 2005; Miller Brautigam and Gerlach, 2006; Ranjan, 2008) have put together some guidelines for implementing BI in any organization; which ranges from corporate mission and vision to details of the tools, along with support, user training and maintenance. Failure to achieve these guidelines, they found can lead to a number of issues while implementing successful BI governance.

Goodhue, Wixom and Watson (2002) suggested that an organization has three targets to aim for when implementing BI; Organizational transformation, BI infrastructure and fewer applications (Goodhue et al., 2002). Gutierrez (2006) also emphasised on the importance of the how the organization needs to be structured in order to benefit from BI (Gutierrez, 2006). In order to reap maximum benefits from BI, many researchers (Clavier, Lotriet and Loggerenberg, 2012; Sastry et al., 2013; Watson et al., 2007) stress on the importance of aligning business and IT. Williams and Williams (2010) found that the IT component is critical to success and the focus for BI-driven profit improvement must balance the considerations of business strategy, BI strategy, business infrastructure and processes, and BI infrastructure and processes (Williams & Williams, 2010). At a minimum, IT needs to be an active listener. Ideally, IT should be a valuable contributor that is involved in business strategy sessions (Howson, 2006). This way the IT alignment plays a very important role in trying to improve the BI prospects as well as improve the business prospects in terms of improved revenues and reduced costs.

Along with aligning IT, it was also found that decreasing the number of applications and standardizing them so as to decrease redundancy and improve revenue was important (Goodhue et al., 2002). King (2007) had discussed about five important aspects of BI that need to be considered and training is one among them. She found that training has to be continuous and it needs to be done in such a way that the users are up-to-date with the systems (King, 2007).
The literature in the subject of BI and BI governance thus provides a base to understanding how any governance structure should be built and what are the important issues that need to be tackled for the same.

These findings help compare the existing literature in the subject to the current case and the findings in the case can thus be related to the literature.

4. Results and Analysis

“Business Intelligence is not just about the tools and technologies; it is also about the processes and governance of those processes”; this was the common opinion from all the participants involved in this study. In the case of business area MR, different users had experienced different benefits of BI. Almost all the respondents said that the major benefit of BI was that it helps in decision making. One of the respondents said that, “BI supports all the organizational needs in a valued and cost effective way along with helping get a better understanding of the current and future business”. The vice president of one of the divisions said that, “BI itself helps to see where you are in terms of the company, the business, the sales, the numbers etc.” This he said is very important to make strategic decisions for the growth of the company. This very well sums up the fact that the need for BI and its benefits are well understood. The research question was to understand the current BI governance structure and to understand the issues in implementing a Global BI governance structure. Based on the respondents’ answers, the results are described in detail below.

4.1. Current BI Governance Structure

The Mining and Rock excavation Business Area comprises of various departments managing various aspects of the company’s business. These departments are located at various global locations. Each of the departments makes use of various BI technologies (like Microsoft BI, SAP BI etc.) to implement a wide array of BI solutions (Reports, Dashboards etc.). Even though the company has a global presence and so does the MR business area, the BI presence is more restricted to each department. Each department looks up to a group of people who serve as the point of contact for any BI needs in that department. This group of people have their own BI governance structures and processes they follow when they implement any BI requests.

To answer the research question, it was important to understand the current governance structure. However, not all the respondents were aware of the current governance structure. Some departments did not have any governance structure and followed their own processes to plan, design and implement BI solutions. When probed further it was found out that the current BI governance structure and strategy had not been propagated enough such that everyone in the organization was aware of the processes to be followed. To add to this various departments used various BI tools to implement BI solutions and the number of tools used had increased drastically and there was a need to control this number and the way they were used. Today’s governance structure had more representation from IT than the business which made it very much an IT oriented process. Almost all the respondents pointed out to this fact and emphasised that there was a need to have equal representation from business and IT. Though there had been attempts to make the BI structure global, it had not been very efficient for the very fact that the local processes were being followed more prominently and the global policies had not been propagated enough.

There were two major types of governance structures identified based on the data collected. One was more at a strategic level with a BI forum and the other which was in the form of a BI competence centre which helped the BI needs of its associated departments.

The BI forum was formed to ensure the smooth working of various BI teams working on similar applications and also to exchange information between various departments regarding the work being done on the BI applications. This forum was to meet a few times a year and discuss the ongoing work and the planned work in terms of new development or maintaining any BI application. However, this was not enough to meet the growing needs of the company. Also, some of the departments did not have
adequate representation in the forum. The respondents thus believed that to improve this way of working, it was important to have a unified structure and process for BI alone.

The BI competence centre was a more established group working independently within a given area of expertise. This team worked towards delivering solutions for users across the organization; but being more independent meant that they had their own way of developing and maintaining these solutions. Some of the respondents said that because the competence centre worked independently, there was little or no transparency about how their ways of working and the kind of processes they followed. This, they said, emphasised on the need to have a unified process for handling BI requests.

There were other teams as well who worked independently and had their own ways of handling any BI related request. These teams followed their own processes in order to fulfill the incoming requests. One respondent said that it was important to create and follow a uniform process and thus their team worked in a uniform fashion with respect to the incoming BI requests in their department.

With the teams divided in this fashion, there were many issues (discussed in the next section) that contributed to the implementation of a Global BI. Global BI governance thus became very much the need of the hour.

4.2. Critical Issues affecting the implementation of Global BI

In section 3, some of the guidelines that the researchers lay down for a good implementation of BI governance were discussed. This section describes the critical issues that were identified based on the interviews.

The respondents during the interviews described that the challenges were also the major hurdles to implement a Global BI governance structure. Based on the literature and what the respondents described, some common factors were observed in the data. From this, critical issues were identified. These were critical primarily due to their nature. The fact that all the respondents identified these issues as the ones that needed immediate attention also made them critical. If these issues were not prioritized to be resolved, the objective of a Global BI would be hard to achieve.

- Decentralized ways of working – The respondents said that various divisions worked as independent teams and this could be an issue when trying to bring in a global governance team and a centralized way of working. Some of the respondents said that centralization of the teams may not be the right way to handle the current scenario. They agreed that though decentralization was not the right way of working, the number of independent teams needed to be reduced as the first step to bring in some standardization. One respondent also pointed out that bringing about a control in the way the independent teams work can help to a large extent in reducing the decentralization. They also said that having one governance team which can act as a mediator between the various teams can be the yet another way to tackle decentralization.

- Non-Standardized Processes – Being decentralised, the teams were also forced to follow their own processes based on the requirements. Apart from this, various teams used various BI solutions which created an issue in trying to bring in a centralized process acceptable to all the parties involved. Almost all the respondents agreed that it is required to have a BI process and strategy defined in terms of handling any incoming BI request. The respondents said that though teams might be divided and spread out, the common processes are needed. They emphasised that it is important not just to bring in a process, but also to promote and propagate it such that everyone is aware of it and follows it.

- Lack of single point of contact for BI – There was no single BI team in the organization. The decentralization had created various BI points of contacts. These people worked to deliver BI solutions for their respective divisions. All the respondents were in agreement that there is a shortcoming in meeting the demands of BI today due to the lack of a single BI team. They also said that the creation of a single BI team would benefit the company in many ways. BI was used in many everyday needs of the company and they said that having a BI team will help prioritize and deliver solutions faster, efficiently and in a cost-effective way.
• Aligning IT and Business – In the literature, it was seen that IT and business alignment was one of the major factors to be taken care of to implement BI governance. This alignment can bring about a lot of improvement in the way things work in the organization. To the current ways of working and requirements, the respondents agreed that the IT and business needs were aligned, but not in a very satisfactory way. With growing business needs, the IT needs increase and to meet these, should be a continuous process. Question 8 was aimed to understand what the current state in the organization was in terms alignment and it was a mixed bag of responses. While in certain departments IT and business alignment was clear, in others, there was no alignment. Many respondents said that, aligning the IT needs and Business needs was required so that the business needs could be better represented and understood.

• Training needs – It was very important to keep up-to-date be it in terms of the tools and technologies or in terms of the processes and procedures for BI, said the respondents. Training, they said should be promoted and held at various intervals of time and not just one time. While some respondents said that they did have training programs and the others did not, it was however a common opinion in the group that training should be a continuous process. There were instances quoted where they said, training was more of an introductory program and there was no follow up done to ensure that the knowledge levels are maintained. They emphasised on the need to have a team to aid BI training activities.

• Improving BI awareness – Almost all the respondents said that though business was aware of what BI could deliver, some of them still did not realise its full potential. The respondents representing the business echoed the fact that BI was a key enabler for decision making. However, they said that due to lack of proper training and an established governance team, to promote BI related activities, they were unable to harness its full potential. The respondents representing IT said that, if business initiates the project, they should also be in a position to justify the need for the project and this would only be possible if they are aware of what BI can deliver and what they need. Hence, they said it was a two way process and it can only give benefits if there is enough awareness created and the BI activities are properly governed. This way, improving BI awareness can create a better understanding of the benefits offered.

5. Discussion

BI is mostly used as a decision making system in many organizations. Researchers have found that BI brings about efficiency, transparency and helps reduce cost, time and effort in any organization. Based on the data collected, the people in the organization recognise that these benefits increase the need for BI. Understanding the need for BI and its potential benefits increases the need to have BI governance. This is because, as more and more people understand the benefits of BI, the number of users increases which in turn increases the number of BI applications being developed in the organization. Based on the data collected and the literature, it can be noted that BI governance is difficult based on many factors such as organizational structure, lack of centralized team and, conflicting and sometimes unclear priorities.

Going by the current BI structure in the MR business area, it can be seen that organizational structure is one of the major factors that needs immediate attention. This is because, in order to have a global BI governance structure, there is a need to bring in a control over the processes that are being followed. Currently there is no team which can monitor this. To do so, it is important to create a global BI governance team who can monitor and guide any BI-related request. In this case, a central BI team can be responsible for ensuring prioritization and promotion of all BI related activities. It was previously observed that the current BI governance structure is unorganized. Decentralization has been identified as one of the reasons for not having one defined structure or process. Based on the data collected and the literature in the subject, it can be concluded that in order to have a global BI governance structure, global processes need to be defined across the organization. Well-defined processes can ensure standardization and prioritization of activities, and this can help establish a better structure.

Apart from defining processes, there is a clear need to have a process-centric platform and a well-defined IT landscape which can help drive business improvements. This means that having defined processes and
then building the IT architecture which includes BI architecture (such as databases, data warehouses, source systems etc.) around it will help improve the working of the organization. Aligning IT and Business will enable a better collaboration between business and IT and also help IT to plan and promote BI activities for the future. There are various ways to handle this, one of which is an adaption of Gutierrez model of how each of the stakeholders needs to take up responsibilities to ensure good alignment and better execution of BI projects. BI governance, he found was a combination of three major factors; project prioritization, lying down of rules and guidelines and assigning roles and responsibilities. Any IT project should be a greater collaboration between IT and business; more so when it is a BI project. This is because BI is mainly used in companies for decision making and analysis (can be market analysis, current business, future business etc.) purposes. When the business is able to understand their needs better, it would be easier for IT to execute the requirements and support it. Business initiates and justifies a project when IT can help execute and support it. Based on the data and literature, this can be a good way of bringing about a good collaboration between IT and business and this can also be the way the BI governance body is formed.

Yet another way to formalize and standardize the processes would be to create Business Intelligence Competence Centres (BICC) which currently has a presence in one department in the organization. A BICC is an organizational structure that groups people with interrelated disciplines, domains of knowledge, experiences and skills, for the purpose of promoting expertise throughout an organization (Cognos, 2009). It helps promote BI skills, standards, and best practices and enables repeatable successful BI deployment through the development and focus of people, technology and process, in ways that makes sense to an entire organization or division, rather than just a ‘single project’ (Hitachi, 2009). Expert users and researchers suggest implementing a BICC which covers every aspect of the organization can prove to be more helpful to standardize and unify the BI processes.

As most respondents suggest, a single, centralized BI team will help bring all the processes and working of the various BI teams under a single umbrella. It also serves as a single point of contact for BI in the organization. A competency centre should be a combination of the Management, Technical and the Delivery teams which can govern all the capabilities within the organization and thus bring about IT and business alignment. Apart from this, they can also cater to various other needs such as training, project prioritization, data management and data handling etc. By this, it can be concluded that this alone can help solve some of the critical issues identified as a part of the study.

6. Conclusions
From the case of Atlas Copco, it was seen that BI aids decision making, improves efficiency and helps reduce cost and time. The need for BI has been ever-growing, increasing the need for BI governance structure.

There were various governance structures identified within the Mining and Rock Excavation business area. One in the form of a forum which was more strategic to share knowledge, another a competence centre catering to the needs of their area of expertise and a third which worked as an independent team with its own processes.

The critical issues that were identified that affected the implementation of a Global BI were;
- Decentralized ways of working – Multiple departments within the business area had their own ways of working.
- Non-Standardized Processes – Each department followed its own processes.
- Lack of single point of contact for BI – No central BI team or group of BI experts to guide and promote the right way of using BI.
- Aligning IT and Business – Organizational strategies, targets and goals need to be better defined and the business needs should be better understood.
- Training needs – Training should be a continuous process; not a one-time process.
- Improving BI awareness – Understanding of what BI can be used for.

Centralizing the BI team and creating standard processes was the first step towards creation of Global BI. A central BI team, in the form of competency centres with representation from both business and IT can
aid various project activities such as training, project prioritization, data management etc., and aligning business and IT better. Prioritizing and solving these issues helped build global BI governance and improve the way BI is viewed in the organization. With a huge potential to grow, BI has become one of the priorities in the organization.

BI can benefit the business in many ways as seen in the case. Though this study aimed to understand the BI governance in a particular organization, some of the issues identified here are common for many organizations. This paper contributes to the research in the field of BI governance and can work as a basis for future research in this area.

Acknowledgement

This study would not have been possible without the able guidance and support of Mr. Andreas Bülow, Business Application Portfolio Manager, Atlas Copco and all the interviewees who took time out of their busy schedules to make time for this study. Special thanks go out to Prof. Åke Grönlund who has taken time to review the paper and provide guidance at every step to improve the quality of the paper.
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**Appendix A**

**Interview Questions**

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<tr>
<th>Sl. No</th>
<th>Questions</th>
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<tbody>
<tr>
<td><strong>General Questions</strong></td>
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<tr>
<td>1</td>
<td>How you are involved/What is your role in the BI governance and steering committee?</td>
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<td>2</td>
<td>What in your opinion are the benefits that the use of BI brings to the Organization?</td>
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<td><strong>Current BI Governance Structure</strong></td>
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<td>3</td>
<td>Are you aware of the current BI governance structure?</td>
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<td>4</td>
<td>Are the IT capabilities/needs aligned with the Business needs?</td>
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<td></td>
<td>If yes, what are the challenges faced in doing so?</td>
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<td>5</td>
<td>If no, How do you think IT and Business alignment can be achieved?</td>
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<td>6</td>
<td>What changes would you like to see as a part of the BI structure and governance?</td>
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<td>What in your opinion are the challenges in doing so?</td>
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<td>7</td>
<td>How is the current BI resourcing in the organization? (How are the BI teams spread across the organization)</td>
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<td>8</td>
<td>What is the current process for change management?</td>
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<td>Is this same process followed globally?</td>
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<td>9</td>
<td>If no, how does it vary? Based on technologies used or is it location based?</td>
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<td><strong>Global BI Governance and Challenges</strong></td>
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<td>10</td>
<td>Do you currently have a BI knowledge sharing plan?</td>
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<td>If yes, how is it currently done?</td>
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<td>If no, do you insist on having a knowledge sharing plan/system and how can this be accomplished?</td>
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<td>11</td>
<td>What is vision for the use of BI in the Organization?</td>
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<td>12</td>
<td>What are the future expectations in terms of BI for the organization?</td>
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<tr>
<td>13</td>
<td>Do you think having a global BI Governance body/Steering committee contributes to making BI</td>
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<td>11</td>
<td>What do you think should be the primary goals for the steering committee?</td>
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<td>12</td>
<td>If a steering committee makes a set of decisions, who will be responsible to implement these decisions and who will monitor them?</td>
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<td>13</td>
<td>Will the steering committee work towards the local (regional) issues in BI or will this be handled at a Global level?</td>
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<td>14</td>
<td>What is your opinion about Agile BI? Is there a scope to introduce Agile methodology for BI project execution?</td>
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<td>15</td>
<td>What is your opinion on having a BI Centre of Excellence (a team of BI experts)? Do you think it will add any business value to the organization?</td>
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<td>16</td>
<td>What is the scope of having a BI Competence Centre (BICC)? Can it be a value-add on to the currently existing BI teams and committees in the organization?</td>
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<td>17</td>
<td>Where do you see BI in the organization in the next 3-5 years?</td>
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<td>18</td>
<td>What are the top 3-5 attributes do you think will help the company move forward in terms of BI implementations?</td>
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**BI Awareness in terms of Future BI needs**