



BUSINESS DISCOVERY: THE NEXT GENERATION OF BI

A QlikView White Paper

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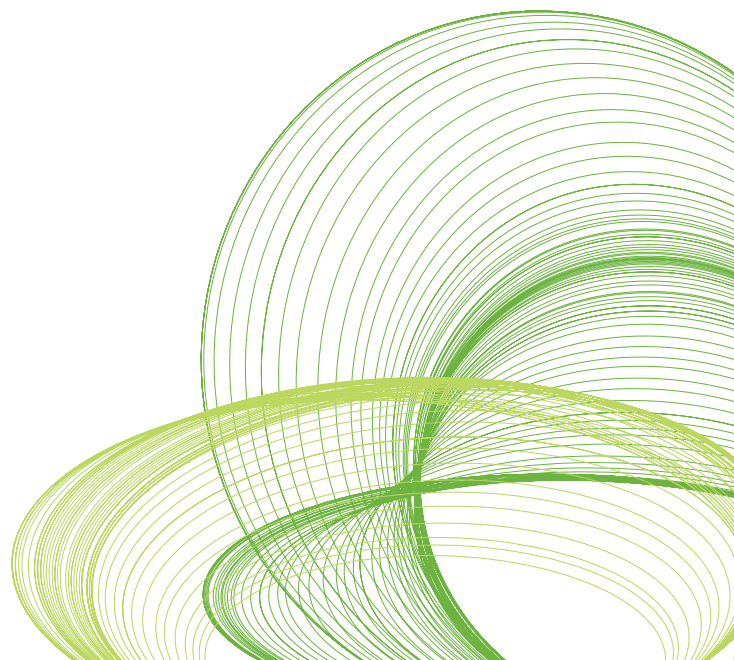
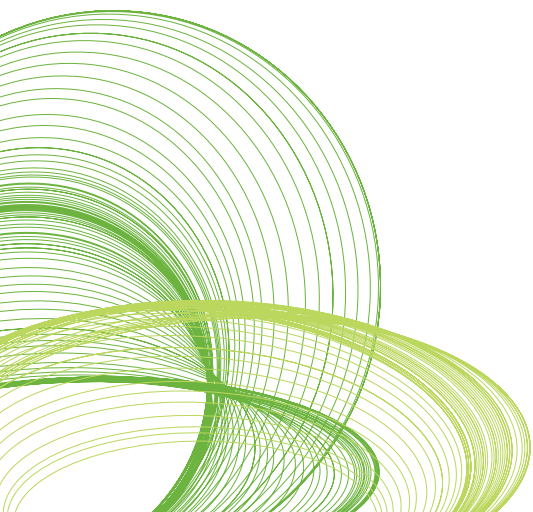


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Business Intelligence Has Changed for Good

At QlikTech, we've witnessed — in fact, enabled — a sharp change in the business intelligence (BI) market during the past couple of years. This change is an evolution from traditional BI, which is bloated, rigid, underutilized, and slow to deliver value — to what we call Business Discovery, which is nimble, straightforward, mobile, and for everyone. We wrote this *QlikView White Paper* to introduce the concept of Business Discovery and the differences between it and traditional BI.

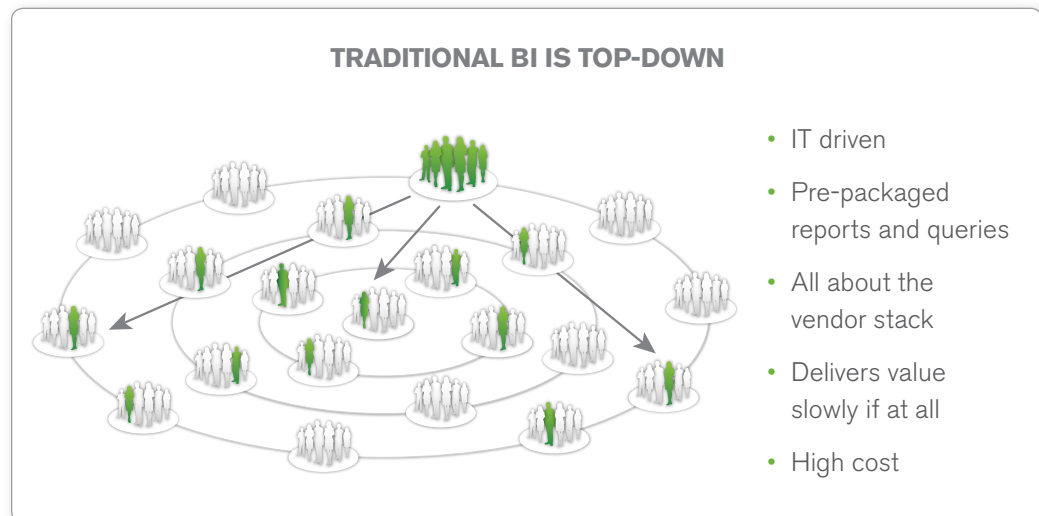
Traditional Business Intelligence Isn't Fulfilling Its Promise

If only organizations could enable everyone to leverage data for business advantage — to explore data and draw insights and meaningful conclusions from it. Isn't that what the promise of BI was all about? But traditional BI software has failed to deliver on this vision because of its myriad complexities, time lags, and expensive professional services requirements. Traditional BI software is cube- and query-based, and is typically an enormous software stack cobbled together through mergers and acquisitions.

As an example, Forrester Research's broad definition of BI is "a set of methodologies, processes, architectures, and technologies that transform raw data into meaningful and useful information used to enable more effective strategic, tactical, and operational insights and decision-making."¹ This definition of BI spans the entire data-to-insight process, including data preparation. This extraordinarily broad set of capabilities takes substantial time to plan and implement — from collecting requirements, to building a data warehouse, to populating a metadata layer.

This old way of doing business intelligence is a top-down approach in which everything is centralized. Traditional BI software is hard to for end users to learn and use and as a result, adoption is limited. In addition, distribution of information and analytic tools is tightly controlled (see Figure 1). Just a few people in an organization are in charge of the entire flow of information as well as analytical application creation and deployment. And the few people who have access to business data must be at their desk, or have their laptop in front of them, to get to the data and their analysis tools.

Figure 1: Traditional BI doesn't deliver on its promise



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Traditional BI isn't fulfilling its original promise because it:

- **Is IT driven.** Traditional BI solutions are selected, implemented, and maintained by IT organizations, rather than the business people who will use them. Because of the software's complexity, very few people in an organization end up being empowered to create business insights. Business analysts and IT professionals are burdened with back-and-forth Q&A with their business constituents to make sure they deliver the right analysis.
- **Comprises pre-packaged reports and queries.** Traditional BI typically delivers little more to the user than centralized, prepackaged reports or predetermined queries users can run to get updated numbers. Information is predominantly static and if users have a question that falls outside the standard configuration, they have to log a ticket with IT and wait for assistance — sometimes weeks or even months.
- **Is all about the vendor stack.** The BI stack is much like any other enterprise software stack. It is centralized, owned by IT, difficult to change or modify, and slow to deliver results. It is also expensive and highly complex. As the BI stack gets bigger and its complexity grows, it gets increasingly further away from serving the needs of the business.
- **Delivers value slowly if at all.** According to IDC, it can take up to a year and a half to deploy a traditional BI solution. This is in large part due to requirements gathering and data modeling and integration efforts. This lag does not scale to the needs of business, given that an organization can live and die in that timeframe. Traditional BI also requires lots of services and support to tie its various components together and keep them working smoothly — eroding the value that can be derived from it.

- **Is extraordinarily expensive.** Implementation fees alone for large traditional BI software deployments can amount to hundreds of thousands of dollars. That's on top of software license costs and maintenance fees. Business Discovery platforms, in contrast, can have a total cost of ownership that is half that of other BI solutions.²

Empowered Consumers Are Forcing Change En Masse

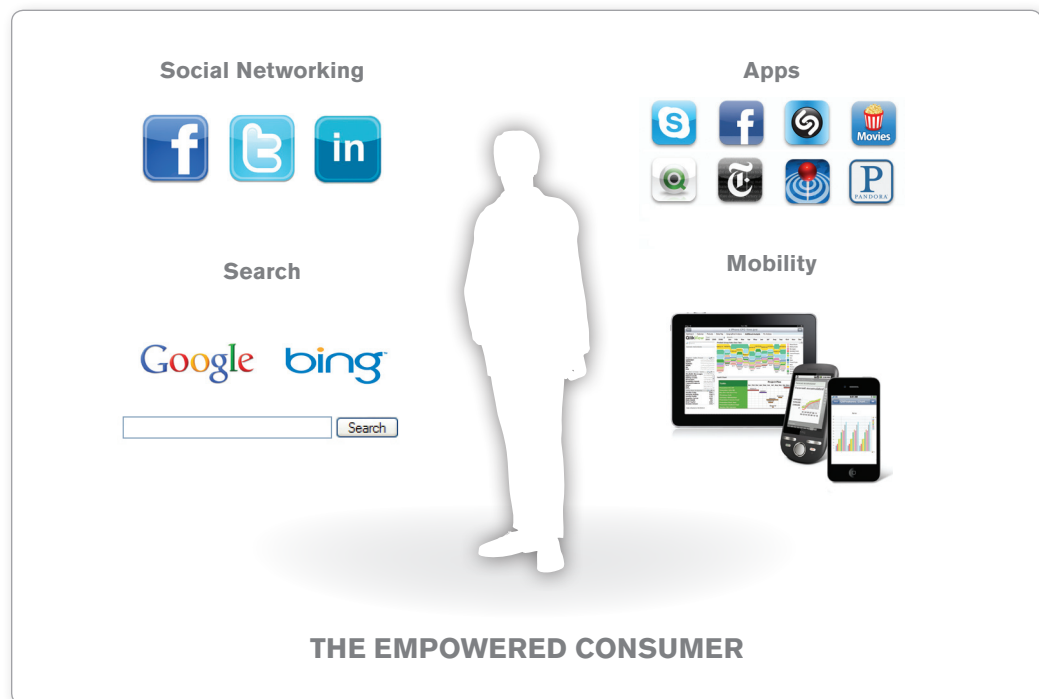
People lead double lives when it comes to technology. For many of us, the difference between our work and personal lives is striking.

- **At home, we are the masters of our technology domain.** We read books on a Kindle and watch movies on an iPad while our kids stream an endless supply of music through the devices of their choice. We tweet while standing in line at the grocery store as our kids watch YouTube clips on their phones. If we don't like Facebook's privacy settings, we tweak them until we're comfortable. Our computers are the tools of choice for collecting photos, uploading videos, playing games, and communicating with friends and family.
- **Historically, at work we have less freedom.** Until recently, many organizations took a command and control approach to protect and secure corporate assets — and the workforce itself — while keeping costs at a minimum. Traditionally enterprise software was designed to restrict freedom, not enable it. Some workplaces are still locked down due to strict corporate policies: web sites are blocked, USB ports are locked, and email clients groan under mailbox size limits and security measures. Users can't install new browsers or communication tools, participate in social networks, or watch videos online. As a result, innovation and problem-solving can be squelched.
- **In progressive organizations, IT is empowered to help the business solve problems.** Those of us who work in organizations where innovation is part of the culture are free to bring our beloved consumer tools into the workplace. In these environments, business users are not only permitted but encouraged to experiment with emerging technologies to make decisions and solve problems. They identify and test helpful technologies and work with IT to understand risks, support users, secure corporate assets and protect users, and integrate the new technology into the business in meaningful ways.

Business Discovery Is Born Out of Consumer Experiences

People's expectations of software have changed. Consuming, exploring, and sharing information has been redefined by the search bar, status box, and multitouch screen. Applications from Google and Apple invite users to open a window, start clicking, and become instantly productive. Empowered consumers are pushing the boundaries of business intelligence (see Figure 2).

Figure 2: Empowered consumers are pushing the boundaries of BI



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Four main trends are driving the evolution of the BI software market.

- **Internet search is the primary means of research.** Google has become a verb. Billions of consumers can fire up a browser, go to a search engine, and get answers to complex questions quickly with a high degree of confidence about the results.
- **Social networking is now a way of life.** Whether it's Twitter, Facebook, or LinkedIn, social networking technologies are enabling billions of people to share information, connect with one another, and develop robust professional and personal networks — with no technology background required.
- **People enjoy using targeted, task-specific apps.** Lightweight apps are changing the world. For instance, developers can create Apple iOS and Android mobile apps, which are focused on solving very specific problems, and are developed quickly and easily. Hundreds of thousands of these apps are now available. This model has significant implications for enterprise software and the users it serves.
- **People are mobile and want their tools wherever they go.** Business decision makers at all levels of an organization need data at their fingertips, wherever they are working. They want to work how and where they like — whether that be on the customer site, in the warehouse, or on the trade show floor. Tablets like the iPad, and other large-form-factor mobile devices, promise to make business data ubiquitous.

WHAT IS BUSINESS DISCOVERY?

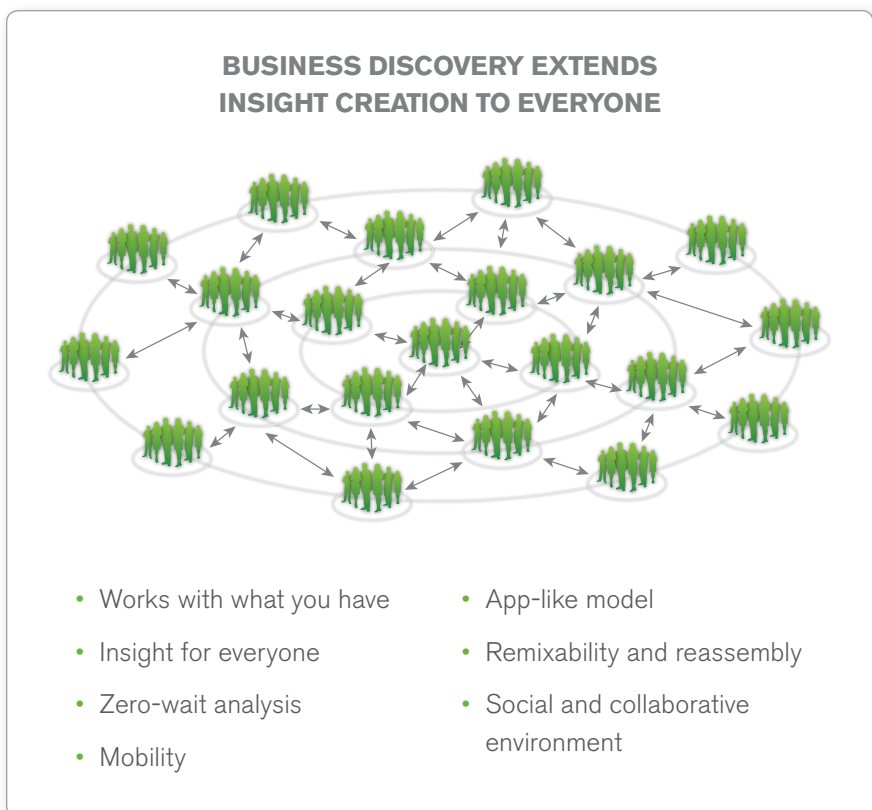
Business Discovery is the next generation of business intelligence. It bridges the gap between traditional BI solutions and standalone office productivity applications, enabling users to forge new paths and make new discoveries. Business Discovery works with what you have and infuses new capabilities into BI: insight for everyone, zero-wait analysis, mobility, an app-like model, remixability and reassembly, and a social and collaborative experience.

Business Discovery Is Nimble, Straightforward, and Ubiquitous

Business Discovery is a whole new way of doing BI. It is a bottoms-up approach that puts the user in control, fulfilling the promise of BI. Business Discovery is about helping users solve specific business problems and share knowledge and analysis among individuals, groups, and organizations. Imagine the dramatic impact this open access to discovery could have if it were deployed across organizations throughout the world (see Figure 3).

Business Discovery bridges the gap between traditional BI solutions and standalone office productivity applications, enabling users to forge new paths and make new discoveries. It enables users at every level of the organization to derive tailored insights that address their individual needs. Users are not limited to predefined paths they must follow, or questions they must formulate ahead of time. Users ask what they need to ask, and explore up, down, and sideways rather than only drilling down.

Figure 3: Business Discovery: the next generation of BI



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Business Discovery works with what you have. It is complementary to traditional BI software and other enterprise applications. It brings a whole new level of analysis, insight, and value to existing data stores with user interfaces that are clean, simple, and straightforward.

Business Discovery infuses BI with new capabilities:

- **Insight for everyone.** Instead of just a few people involved in insight creation, Business Discovery enables everyone to create insight. It's analogous to open source computing or peer creation. This is intelligence creation — rather than just information consumption. It is not about a big set of centrally-controlled, prepackaged, and tightly-distributed data. Rather, it is about providing data access and analysis to individuals and groups, and letting them get what they need more rapidly and precisely than ever before. By bringing insight creation to the edges of the organization, Business Discovery mirrors real-world decision-making in a way that's never been done before.
- **Zero-wait analysis.** As the pace of business accelerates, the only acceptable lag is none at all. Business Discovery radically collapses time to insight with zero-wait, instantaneous results. Traditional BI takes months or even years to deliver results (and sometimes, not at all), forcing users to seek faster alternatives. But with Business Discovery, users simply call up data, ask questions, and receive answers — all on the fly, all on their own.
- **Mobility.** Business decision makers at all levels in an organization need data at their fingertips, wherever they are. They want to work how and where they like — whether that be in the warehouse, on the customer site, or on the trade show floor. Tablets and other large-form-factor mobile devices promise to make business data ubiquitous. Unlike traditional BI solutions, Business Discovery platforms provide an intuitive interface and an application infrastructure that is tailor-made to exploit the opportunity of a truly mobile, well-informed workforce.
- **An app-like model.** No one needs the headache of deploying and managing monolithic business applications. Business Discovery platforms empower anyone to quickly develop and deploy simple, focused, and intuitive apps that can be easily reused. These apps are easy to modify, mash up, and share, allowing innovation to flourish at the edges of the organization and spread inward. The new opportunity is leveraging a model that lets any user quickly develop and deploy task-specific, purpose-built BI apps.
- **Remixability and reassembly.** Nobody can predict what questions business users will have when they start exploring data — not even the users themselves. Traditional BI solutions require IT or power users to get involved whenever new questions arise. In contrast, Business Discovery platforms make it easy for business users to remix and reassemble data in new views and create new visualizations for deeper understanding. With Business Discovery, users generate insights like never before.

- **A social and collaborative environment.** Discoveries are one thing — sharing them is another. Often the real value of a discovery is unlocked when a minor breakthrough in one part of the company leads to a major one elsewhere. Business Discovery enables users to share and collaborate on insight and analysis. They can share insights within Business Discovery apps or through integration with collaboration platforms like Microsoft SharePoint. Business Discovery is about creating a community of users who engage in wiki-like decision-making to drive knowledge that can cascade across an organization.

Business Discovery: An Insight-Generating Powerhouse

When BI software came on the scene 20 years, it brought a promise of enabling better business decisions by making sense of raw data. Due to technology limitations, traditional BI has hit a plateau as an information delivery platform, rather than blossoming into a decision-making, insight-generating powerhouse.

Business Discovery changes that. Business Discovery is the next generation of business intelligence, enabling users to forge new paths and make new discoveries. Business Discovery works with what you have and infuses BI with new capabilities: insight for everyone, zero-wait analysis, mobility, an app-like model, remixability and reassembly, and a social and collaborative experience.

¹ Forrester's broad definition of BI includes data integration, data quality, master data management, data warehousing, reporting, ad hoc querying, dashboards, predictive analytics, operational BI, process / content / text analytics, and in-memory analytics. For more information, see the October 20, 2010 Forrester Research report, "The Forrester Wave™: Enterprise Business Intelligence Platforms, Q4 2010."

² IDC has found that QlikView has an average TCO of 53% of other BI solutions. See the October, 2009 IDC report, "The TCO of BI: The QlikView Customer Experience."

Appendix

RELATED QLIKVIEW WHITE PAPERS

The QlikView Product Roadmap, December, 2010

<http://www.qlikview.com/us/explore/resources/whitepapers/qlikview-product-roadmap>

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<http://www.qlikview.com/us/explore/resources/whitepapers/the-associative-experience>

QlikView Architectural Overview, October, 2010

<http://www.qlikview.com/us/explore/resources/whitepapers/qlikview-architectural-overview>

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Every QlikView Developer Spans BI Domains, December 3, 2010

<http://community.qlikview.com/blogs/theqlikviewblog/archive/2010/12/03/every-qlikview-developer-is-a-quot-spanner-quot.aspx>

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<http://community.qlikview.com/blogs/theqlikviewblog/archive/2010/11/19/it-s-the-users-stupid.aspx>

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