Delivering on the Enterprise Business Intelligence Mandate

Success Factors for a Standardized Solution

An Expert Series White Paper

Information Builders
The Standard for Enterprise Business Intelligence

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Executive Summary

The Why

The convergence of enterprise reporting with sophisticated analytics in the form of enterprise business intelligence has made it not just possible but necessary to exploit information as a strategic asset. Achieving that convergence represents an extreme cost advantage for organizations. Reducing the number of vendors' tools will reduce software licensing and maintenance costs as well as hardware, support, and training costs. A strategy to standardize for informational consistency and organizational governance and compliance, coupled with the goal of tool consolidation to dramatically reduce IT operating costs, has become today's corporate mandate.

The How

This white paper builds on that mandate by providing the specific business and architectural success factors to consider when selecting one Enterprise Business Intelligence Suite (EBIS) to serve as the enterprise standard. Too often organizations select a standard BI technology on the basis of the success they have had with a departmental solution already in place. This paper provides a more objective and ultimately safer set of criteria.

The success factors that an appropriate EBIS solution should support are listed below and explored in this paper:

- Targeting highest-ROI opportunities
- Leveraging the existing data architecture
- Meeting enterprise end-user requirements
- Ensuring maximum scalability and manageability
- Minimizing total cost of ownership

The convenient feature checklist attached as an appendix should be used within the context of the success factors.

Why Standardize Now?

Eliminate Waste

The best way to grow revenue in today's business environment is to increase profitability while limiting costs. Waste is a company's biggest enemy, because it goes right to the bottom line.

Until recently, if a company's employees needed to perform ad hoc querying, reporting, or analysis, they purchased a specific product for each activity. This had the effect of creating costly silos of business intelligence (BI) technology within the organization, as each division or department pursued its own information-handling priorities. It is common today to see 5, 10, 20 – even 30 – different vendors' tools solving BI problems in a single organization, with little or no coordination between the applications they are used to construct.

Cost inefficiencies from siloed BI technologies include:

- Multiple vendor licenses
- Multiple methodologies
- Unnecessary hardware
- Increased training expense for support personnel
- No cost-saving bulk end-user training programs

Create Information Consistency and Organizational Transparency

Information silos also work against information consistency. Unless two people in different parts of the organization can ask the same question and get the same answer, it is difficult if not impossible to generate and share information across lines of business – a prerequisite for maximized business performance.

Facilitate Collaboration

Traditionally, enterprise reporting applications have been provided for line-of-business staff, while sophisticated analysis was employed by business analysts – and never the twain did meet. A line-of-business employee simply could not share the same report with an analyst to collaborate on a problem. Today, enterprise reporting and sophisticated analysis have converged, making products available that integrate comprehensive BI functions within a single enterprise suite.

That makes it possible to standardize on one technology for all business intelligence needs throughout the enterprise. A single standard technology makes excellence in the handling and use of corporate information a cost-effective way to drive revenue and increase profitability. For example, people can collaborate within their department, across business units, and even with partners to solve critical problems without regard to role or analytical skill.

Achieve Compliance

Compliance with government and industry reporting standards such as Sarbanes-Oxley, the Patriot Act, Basel III, and HIPAA is a huge corporate burden today. The auditability and accuracy implicit in these standards makes it imperative to automate data handling, but automation can only be achieved with a single enterprise BI solution.

A good business intelligence strategy should allow an organization to meet compliance requirements while simultaneously deriving ROI benefits from optimized processes or improved performance.

Five Critical Success Factors

Success with enterprise business intelligence is not something you buy. It is something an organization achieves by being able to easily ask and answer its most difficult questions. Achieving BI success depends as much on innovative corporate initiatives as on the vendor. A vendor's technology and services, excellent though they may be, merely facilitate the process.

That said, one of the first steps toward achieving enterprise business intelligence success is nonetheless to standardize on a single comprehensive, integrated enterprise business intelligence suite (EBIS) from a single vendor.

The five most critical business and architectural success factors to consider when selecting a particular EBIS are:

- Minimizing total cost of ownership
- Targeting highest-ROI opportunities
- Leveraging the existing data architecture
- Meeting enterprise end-user requirements
- Ensuring maximum scalability and manageability

Each of these should be supported by the EBIS selected to serve as the corporate standard.

Success Factor One: Targeting Highest-ROI Opportunities

Three ways of using information to drive the highest returns are to *motivate,* to *renovate,* and to *innovate*. Any corporate standard EBIS technology should support applications that can exploit all three ways.

Motivation

Performance management initiatives are examples of using information to motivate. By delivering information to everyone – not just to management – in the areas being evaluated, the value of these initiatives increases dramatically, as the experience of **Ford Motor Company** clearly demonstrates. Thanks to their warranty anomaly identification system, they have witnessed dramatic cost-performance improvements, with a $25 million-a-year payback to the bottom line. The online system has been made available to about 50,000 users at 5,000 dealerships. Ford's warranty lead specialist for the Central Region says mechanics may not understand the statistics underlying the system's graphs, but if the warranty trend for brake repairs edges above zero, "the team gets on the guy doing brakes to bring the number down."

It's easy to see from this example that to support performance management, an enterprise solution must be able to motivate by:

- Sustaining the involvement and visibility of all parties being measured
- Providing the ability to track metric progress against goals
- Facilitating clear communication and information sharing
- Enabling people to make changes and see the results

Renovation

Renovation means using information to streamline, automate, or disintermediate business processes. When deregulation brought new natural gas suppliers into their competitive environment, **Northwest Natural** had to quickly renovate customer service by automating paper-based processes – or face extinction. By giving thousands of employees simple Internet access to over 70 data sources covering more than 50 service routes, they were able to cost-effectively reduce the time it took to answer customer maintenance and service inquiries.

Innovation

Innovative BI applications deliver a competitive advantage by using new methods to generate revenue or to improve customer satisfaction or retention. **RBC Royal Bank** received a World Class Solution Award from *DM Review* for giving its customer-service representatives instant access to up to six years of historical data in order to reconstruct bankbooks. The bank could have charged for the new service, but they opted instead to use it to keep customers coming back. What once would have taken weeks to obtain and cost the customer quite a lot of money, now takes seconds and comes for free.

Additional ROI Opportunities

Leveraging Existing Assets

The EBIS standard selected should leverage existing business and technical knowledge and investments. If the technology selected cannot work with all existing data, for example, that could mean creating new data warehouses for no good reason except to compensate for EBIS insufficiency. Not only can unnecessary data warehouse creation delay application delivery by 6 to 18 months, it also represents the majority cost (75 percent) of a BI implementation, according to a recent Gartner client study.

Many companies have been disappointed in the ROI they have realized from their ERP and CRM investments. **Texas Instruments** decided to do something about it. They turned to an enterprise BI solution for its ability to directly read SAP and dozens of other databases and file formats – and to dynamically join additional files to meet new reporting needs. Today more than 1,200 users throughout the world, from entry-level salespeople to senior officers, use BI software to make day-to-day sales decisions. With nothing on their laptops but standard office software and a browser, they can easily track orders and gather a wide range of sales and marketing numbers and product information – all without having to manipulate back-end data sources. They can even download data from corporate databases directly into Excel, then crunch all the numbers that matter to them.

Paper Reduction

Those who have been most successful in reducing paper by distributing reports electronically include financial services, insurance, manufacturing, and customer service. Typical savings range from $500,000 to $10 million per year, depending on the application.

Individual Productivity and Accuracy

Individuals should be able to get information, create simple queries, and populate and update their spreadsheets with corporate data automatically without re-keying or developer involvement. The solution selected should support the average worker in these everyday ways. It all adds up to improved productivity, greater accuracy, and reduced expense – the stuff profits are made of.

Enhancing Data Warehouses

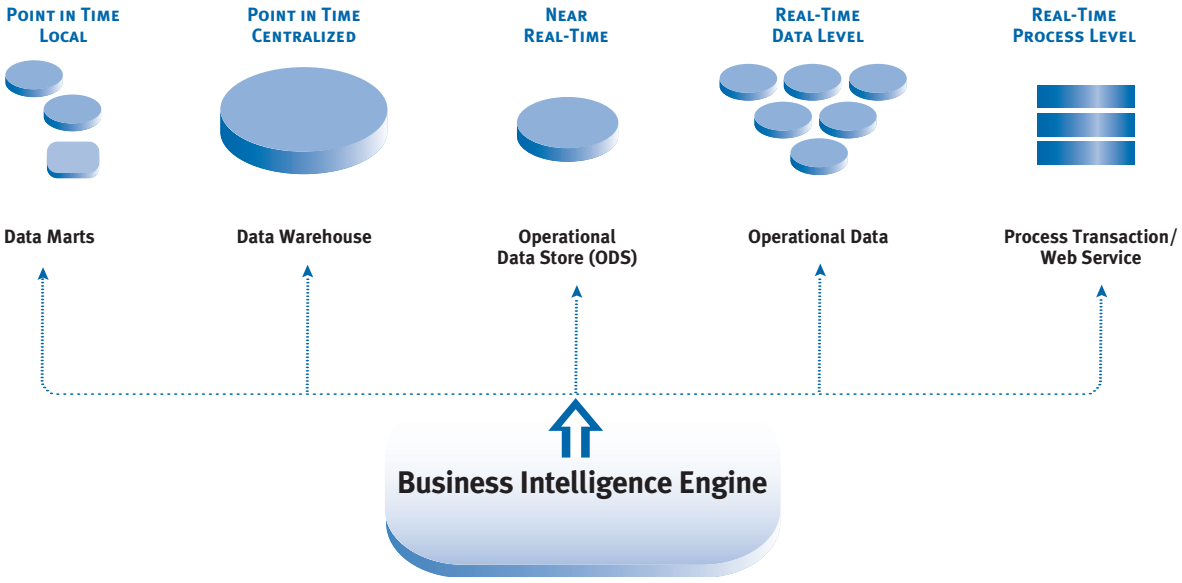
When the data loading process is automated, data warehouses become able to serve tens of thousands of users. ETL technology that can provide such scalability through automation should be integrated into a corporate-standard EBIS.

Developer and Management Efficiencies

An enterprise standard should provide a Web-based, centralized development and management environment, for speed of development and ease of administration, maintenance, and support.

Success Factor Two: Leveraging the Existing Data Architecture

The continuing emergence of the Internet and the frenzied pace of today's business environment have created a rapidly growing number of business transactions and an ever-increasing amount of corporate data. As applications that automate key operations like customer relationship management, supply chain management, and product life-cycle management continue to proliferate, the amount of data companies must manage will continue to grow exponentially. This data, as complex and cumbersome as it may seem on the surface, is actually one of the most strategic assets an organization possesses. By finding faster and more effective ways to turn it into relevant, actionable information, organizations can shorten business cycles, increase responsiveness to changing business conditions, and gain a competitive edge.



To exploit data resources efficiently, an enterprise-standard business intelligence solution should access the full range of data from warehoused to transactional, using a full range of access options from point-in-time at the local level to real time at the process level.

Enterprise business intelligence has made that goal achievable. It can empower organizations to make their corporate data available to an unlimited number of people inside and outside the enterprise, so they can use it to make faster and more informed decisions, quickly identify new opportunities, and understand how well they're performing. Managers and employees can track key performance indicators and obtain the insight they need to better perform their jobs; information can be shared with partners and suppliers to improve communication and collaboration; and value-added or revenue-generating information-based services can be offered to customers.

But enterprise business intelligence requires a powerful and flexible data architecture to enable an organization to make all its data, regardless of its source or location, available to an increasing number of information consumers. An effective data-architecture strategy will satisfy a wide array of reporting and analysis needs by supporting a variety of applications and latency requirements. It will also minimize expenditures and promote rapid return on investment by leveraging and extending the value of existing data warehouses and operational systems.

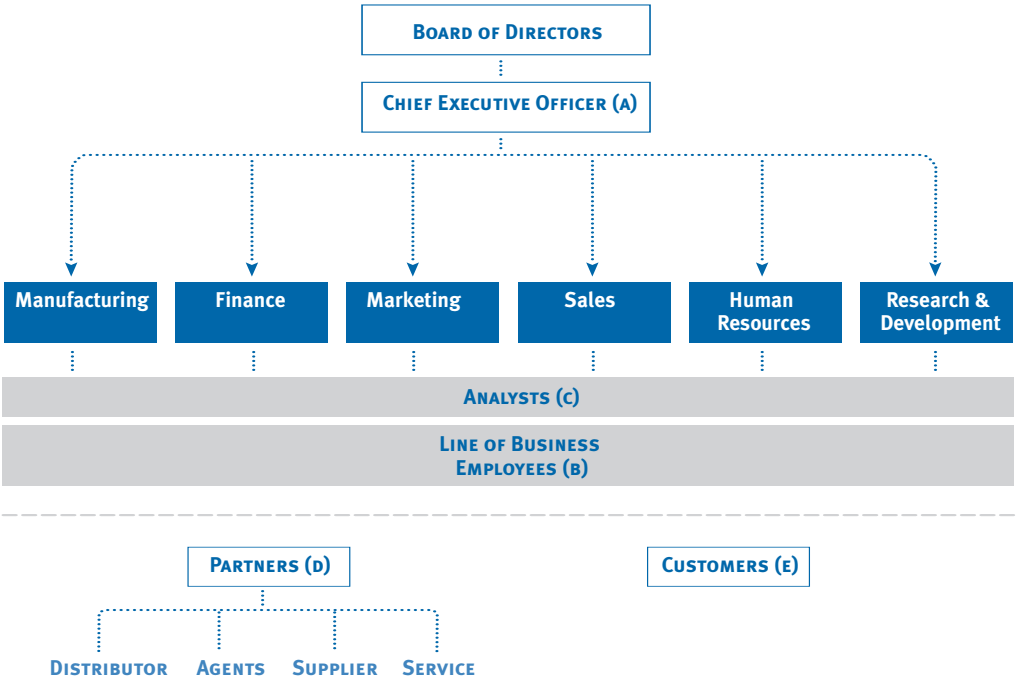
Additionally, organizations can fully leverage all their existing technology investments and maximize business intelligence integration points by selecting an enterprise business intelligence solution that offers full Web services support. Comprehensive Web services capabilities will allow organizations to make data from disparate internal systems available via Web services, and easily combine it with data from external sources (such as partner or customer systems). It also will enable mission-critical, service-oriented applications to readily incorporate report output, as well as business intelligence functionality.

Success Factor Three: Meeting Enterprise End-User Requirements

An organization that has achieved success through deployment of enterprise business intelligence displays certain characteristics:

- **Employees** are self-sufficient and accountable
- **Managers** can immediately identify positive or negative trends or events and manage them proactively, not reactively
- **Business partners** perform almost as if they were direct employees
- **Customers** find new value in their relationship with the organization through information

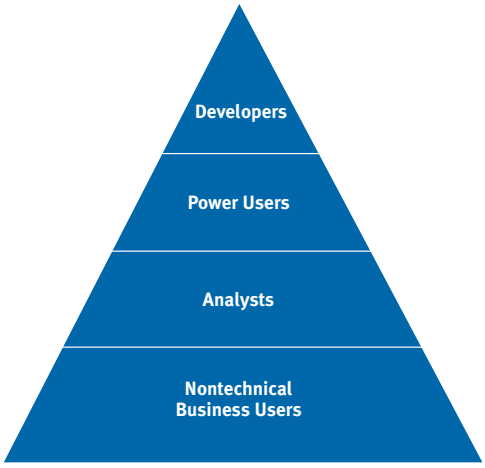
For these characteristics to be cultivated, there must first be an enterprise-standard EBIS that can reach all the organization's information and get it to anyone in the most appropriate way for that individual's role and skill level.



Each of these constituencies should be supported by an EBIS: Executive (A), line-of-business employees (B), analysts (C), partners (D), and customers (E).

Supporting All Constituencies Makes Good Business Sense

In enterprise business intelligence, the needs of the many outweigh the needs of the few. That is why the BI solutions evaluation team must represent the interests of the entire user community. In too many cases, teams dominated by over-qualified users have made decisions to standardize on OLAP tools on behalf of an entire enterprise. OLAP tools are only useful to the most analytical members of the user community – about 5 percent. The result is wasted investment on unused technology. Information Builders has met with a number of companies who invested in 10,000-20,000 user licenses for an OLAP-based product, only to discover that they were able to deploy just 500-1,000 seats to people capable of using the product. This represents a dismal return on investment.



The pyramid above represents a typical percentage breakdown of the major user categories in most organizations.

Role-Appropriate Usability, Functionality, and Communication

Today's version of the executive information system (EIS) – highly summarized information on dashboards and portals – is another example of an interface with limitations. It is appropriate only for executives – just 2-5 percent of the population. An EBIS standard must certainly provide interfaces for top managers – and for the analysts described above as well. It must also provide the best interface for everyone else, the vast majority of whom are better served by easy-to-use "structured" ad hoc reporting environments whose multiple functions are parameterized as options. Such an environment offers people a useful and manageable screen of basic information, together with pick lists and pull-down menus. The menus can generate up to tens

of thousands of different additional output combinations. This kind of flexibility makes the average user self-sufficient.

Open Portal Support
In addition to the executive, analytical, and ad hoc reporting environments described above, a wide range of front-end options should be provided. If the organization has standardized on a corporate portal, the enterprise BI solution selected should support it.

Desktop Tool Integration
There should be full data and functional integration with Excel – including the ability to download corporate data into a spreadsheet and keep it updated automatically. None of this should involve error-prone re-keying, and nothing should hobble Excel's functionality, including its PivotTables.

There also should be full support for the standard document and file formats in which users need to be able to save and send reports, for example, Adobe Acrobat and Microsoft PowerPoint.

Rich Options
Users should have access to such additional capabilities as geographic data integration and data visualization. And they should be able to use mobile devices to obtain and send information.

Collaboration

Individual requirements for an interface are important. In addition, enterprise BI evaluators must understand how people collaborate to solve problems and ensure that the BI solution accommodates that collaboration. The need transcends organizational boundaries to include collaboration within a department, across business units or agencies, with partners or contractors, and with customers, students, or the public.

The organization chart at the beginning of this section shows people at different levels using information at varying degrees of detail through unique interfaces that help them provide value in their specific roles. Although most BI vendors supply different interfaces within their product line, it is critical to understand whether those interfaces were engineered as part of the product

or came about through product acquisition. If not properly integrated, they can create problems for collaboration.

This scenario, based on people depicted in the organization chart, demonstrates the kind of functionality and integration that are required for good collaboration:

> *Executive A sees something on his portal screen that concerns him. While willing to click once or twice to drill down on the problem, he cannot afford to spend his day slicing and dicing data. He calls Employee B, who works in that particular business unit and has access to the same report. She has more levels of detail available to her and at the push of a button drops the report into a fully formatted, functional Excel spreadsheet.*
>
> *After manipulating the report in Excel, she may obtain the answer. If not, she contacts her group's business analyst, Analyst C, who uses more sophisticated OLAP tools. All the interfaces in their corporate BI solution are integrated, so Analyst C can access the same spreadsheet and underlying information Employee B is looking at and apply the OLAP tools from that starting point. By changing criteria or adding dimensions, Analyst C spots the trend and shares the information back up through the chain. The entire process should take minutes, not weeks.*

Separate tools and nonintegrated components do not allow for this kind of problem-solving workflow. A functionally integrated EBIS platform does.

The ability for staff to interact with customers and partners in the same integrated fashion is equally critical. It should follow as well that customers and partners have access to interfaces that are just as usable, intuitive, and deployable as those provided for employees.

Room to Grow

By allowing the true user community to be represented during the product evaluation, organizations learn quickly that information is like money or good advice – give someone a little, and they quickly want more. Organizations implementing a standard enterprise BI solution should anticipate a sizable growth in demand, and plan accordingly. (See "Ensuring Maximum Scalability and Manageability," on the next page.)

Success Factor Four: Ensuring Maximum Scalability and Manageability

Historically, most BI vendors have provided technology for small groups of highly sophisticated users. That is no longer sufficient for organizations who need to deploy highly usable, reliable, secure information to potentially every employee, partner, customer, and prospect.

Deployment	Types of Users	Number of Users
Intranet	Management & Employees	50-500
Exranet	Partners & Customers	500-2 Million
Internet	Public	Millions

As a guide to scalability, this is the typical range for numbers of people who use the three types of Web technology, based on Information Builders' customer experience. In all three areas, both numbers and activity continue to increase.

What Do We Mean by Scalability?

The ability to scale is critical for enterprise deployments and for customer-facing initiatives. There are four ways to measure business intelligence scalability:

- Number of concurrent users
- Kinds of users
- Types and numbers of applications
- Amounts of data

A corporate-standard EBIS should be able to efficiently handle all four.

The Necessity of a Web Architecture

The best technology for scaling up is Web architected. Because it is Web architected, it has these characteristics:

- Centralized management
- Server based
- Zero-footprint client
- Minimum to no user training

These four characteristics make it easy to deploy many business intelligence applications to many people and many types of users, and to efficiently provide and manage large amounts of data.

Simple, Efficient Management

A Web-architected EBIS centrally manages its environment, applications, and user privileges, enabling administrators to work from any browser. It can support a growing environment with minimal training and maximum user acceptance. As it scales up, it also requires minimal additional support staff and hardware.

Contrast that last point with products whose ancestry is client/server. For them, maintaining more local data environments can make it necessary to add up to 8 times the number of hardware processors and 10 times the number of support personnel. (These numbers are based on the experience of a government agency, a large investment company, and a Blue Cross/Blue Shield chapter.)

What to Look For

A Web-engineered enterprise BI solution should automatically generate archived reports in HTML code and provide retention scheduling functionality. Administrators should be able to easily schedule information distribution, configure an environment, and set or change user privileges from any browser screen. And developers should get a 100 percent graphical tool for building applications with the same collaborative capabilities discussed earlier for end users.

Things That Get in the Way of Affordable Scalability

Most BI solutions appear similar on the surface, whether they scale well or not. Vendors demonstrate portals, reports, spreadsheets, OLAP, flashy data visualization, and so forth. But just beneath the surface can lurk very real and critical limitations. Here are some important questions for use in separating the chaff from the grain.

- **Can it work with data where it lives?**
  Many of the products demonstrated are unable to work with existing data and require that customers move data around and populate local data marts or cubes. This is tolerable only for deployments of fewer than 100 users. As that number increases, such products become difficult to deploy and manage.

- **Is it Web architected, or just retrofitted?**
  Many products look great but were designed for individual Windows users and do not scale to support enterprise-wide deployments, nor can they be customized to fit specific application needs. Others are Web deployable but may process in batch and deliver static Web pages or documents that users can't interact with, and that don't change when the underlying data does. Organizations can expect to outgrow such solutions within nine months.

- **Can it handle large data sets efficiently?**
  Very few products can achieve this. When they do, it is usually because they provide native access to data sources. It is also because they can aggregate data on their server. And it is because they provide complex selection criteria on the server. Any product that lacks these capabilities will lack data-handling efficiency, and performance will suffer.

- **Will it query data sources in a single pass, with multiple outputs?**
  If it won't, you will face network performance and system efficiency issues as the number of users climbs.

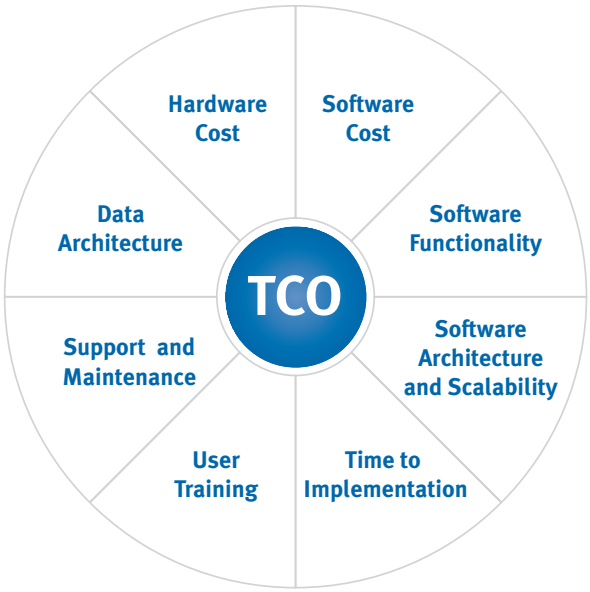
- **What will it take to scale up?**
  Many vendors require organizations to throw more hardware at an environment that is architecturally nonscalable. One government agency allocated $2 million extra for hardware

in the attempt to make their BI environment scale before throwing in the towel, throwing out the original solution, and replacing it with a solution with an appropriate architecture. The agency cannot be identified, for obvious political reasons.

It is critically important, when evaluating enterprise BI solutions, to ask probing "what if" questions like these about application, data, hardware, and maintenance issues in order to reveal product weaknesses.

Information Builders has undertaken significant work in benchmarking scalability, including detailed performance testing with Unisys and verification of those results by DePaul University's Laboratory for Software Metrics. Both published studies are available at www.informationbuilders.com/scalability.

Success Factor Five: Minimizing Total Cost of Ownership



"Enterprises must stop this fragmented proliferation of BI tools and better ensure a more consistent and manageable BI environment."
*– Gartner**

Today, businesses cannot afford independent expenditures that do not add value in a coordinated fashion for the whole enterprise. Organizations have come to realize, for example, that many of the same business intelligence tools exist throughout the enterprise but produce little or nothing of value together, except information silos. The maintenance and licensing fees on each BI tool are significant as well.

Now that fragmented proliferation has slowed down, businesses can develop a plan to salvage as many investments as possible, and devise a strategy to integrate the disparate technologies to move the enterprise forward. Critical cost-of-ownership metrics have a direct impact on return on investment.

* "Consolidating BI Tools Is as Easy as 1, 2, 3, 4, 5, 6, 7," June 21, 2002, Gartner (COM-16-8359).

The Business Intelligence Connection

According to Gartner, you must "know your mission and use TCO to prioritize, guide, and test progress toward meeting enterprise goals."* When applying TCO specifically to business intelligence, all costs and benefits must be evaluated to ensure users are empowered properly to access, transform, and make better/faster decisions using your most vital asset: information. Business intelligence potentially offers the highest ROI of any technical investment. As the size of applications grows, it becomes increasingly important for organizations to better manage their TCO in order to maximize ROI. The business intelligence software with the lowest TCO will cost-effectively scale within the enterprise and beyond, and won't require moving data and populating data marts/cubes, or purchasing unnecessary hardware, all of which are very expensive.

It Pays to Do the Research

A recent study by Ventana Research** spells out the costs of enterprise business intelligence and compares actual vendor pricing. The results are especially telling when it comes to large-scale deployment.

* "Consolidating BI Tools Is as Easy as 1, 2, 3, 4, 5, 6, 7," June 21, 2002, Gartner (COM-16-8359).

** "*Business Intelligence: Total Cost of Ownership Benchmark,"* Ventana Research, 2003, available from TCO@ventanaresearch.com or at www.informationbuilders.com/about_us/analyst_reports.html

Conclusion

As organizations move to standardize on a single enterprise business intelligence technology, they find themselves engaged in a process that is far more than a simple feature-against-feature comparison between vendors' offerings. With issues directly affecting both the top and bottom line, there is simply too much at stake for that.

The five business and architectural success factors presented in this paper should help to define the tangible requirements that must be addressed by an enterprise standard. Once understood, those factors can serve as a yardstick against which each offering is measured in order to ensure that it will meet expectations.

Appendix: Enterprise Business Intelligence Suite Feature Checklist

This features list translates the critical success factors discussed in this paper into specific items to look for in an appropriate product. It cannot, however, substitute for the success factors and the contextual understanding they provide.

Usability

- Strong data access/integration for a consolidated view of enterprise information
- Simple to complex queries
- Ad hoc reporting enables end users to perform their own analysis
- Drill-downs allow users to intuitively navigate through a report or set of related reports to quickly find required information
- Financial reporting and analysis
- OLAP functionality without being OLAP-based
- Analytical applications
- Data represented visually – including support for advanced data visualization
- Formatted reporting and charting – Excel, Excel 2000, Excel PivotTables, e-mail, PDF, word processing documents
- GIS integration
- Closed-loop applications for transaction processing (update capabilities)
- Complete, wide-scale application deployment of self-service applications
- Automated information distribution
- Strong (XML-based) integration with Microsoft Office and numerous desktop products
- Support for portals (Plumtree, MS-Outlook, custom)
- Familiar, easy format for mobile users
- Bidirectional e-mail facility for mobile users

Development, Deployment, and Delivery Management

Interfaces and functionality for executives, managers, analysts, power users, developers, business users, partners, and customers.

- Comprehensive development environment enables rapid deployment of sophisticated business intelligence applications
- Flexible application deployment options with support for HTML, Java, XML, and DHTML FrontPage integration – which enhances ability to develop sophisticated applications without HTML coding
- Centrally managed reporting environment facilitates secure delivery of information on a broad scale to anyone inside the enterprise and beyond at any time
- Integrated Web console for configuration and administration
- Multiple report delivery options including scheduled and event-driven reports, scheduled by day, week, month, dollar amount
- Batch reporting, scheduling, and distribution of Excel, PDF, and HTML files via e-mail and printers depending on user preference
- Sophisticated report bursting capability – run reports and have different sections sent to different people, offices, regions, etc.
- Strong support for mobile and wireless devices
- Report archiving
- Web services support, to enhance systems integration efficiency and reduce programming redundancies.

Scalability and Data Access

- Native Web architecture
- Comprehensive platform support, including NT, UNIX, Linux, AS/400, OpenVMS, IBM S/390 and other mainframe reporting environments
- Intelligent middleware architecture enables enterprise integration
- Native support for all enterprise data (relational, legacy, ERP, CRM)

- Nonpersistent connection
  - Minimizes concurrency requirements with ability to support thousands of users
  - Minimizes need to build hardware “farms” to support large numbers of users
- Web services functionality to enable comprehensive access to both internal and external data sources
- Zero-client footprint eliminates need to manage any user desktops
- Load-balancing and fail-over capability
- Support for multiple Web servers and multiple J2EE application server configurations, including support for IBM WebSphere, BEA WebLogic, Sun/iPlanet, Microsoft IIS
- Server performance optimization by dynamically generating reports in Excel, HTML, and PDF formats on the back-end server – no need to move or stage data
- Fully portable application components as needs and industry standards change
  - Scalability from NT to UNIX to mainframe with 100 percent application portability
  - Ability to migrate to Web services and/or .NET environments
- Intelligent, efficient use of resources
  - Usage monitoring facilities
  - Rule-based query governing
  - Multiple reports created with one pass of the data
  - Deferred query facility for large requests
  - Intelligent paging facility to quickly give users just the information they need

Security

- Integrated user management infrastructure for managing end-user security privileges and access to reports
- Ability to assign additional BI capability (ad hoc, scheduling, mobile) to specific users
- Support for multiple security checks and balances
  - Database-level file, field, and value within a field
  - Operating system level NT/XP, UNIX, MVS, VM, others
  - Third-party security packages such as LDAP
  - Multiple levels of internal security, including groups, domains, individual users

About Information Builders

Information Builders' award-winning technology has successfully provided quality software and superior services for 28 years to more than 11,000 customers, including most of the Fortune 100 and U.S. federal government agencies. Headquartered in New York City with 47 offices and 26 worldwide distributers, the company employs 1,750.

Information Builders sets the standard for enterprise business intelligence with its WebFOCUS enterprise business intelligence suite (EBIS). WebFOCUS provides comprehensive, fully integrated functionality including enterprise reporting, query, and analysis capabilities that streamline decision-making throughout an organization. With the market's first native Internet architecture and richest data access, WebFOCUS ensures reliable large-scale deployments at the lowest TCO.

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