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## **Chapter IV**

# **Enterprise Information Management**

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### **ABSTRACT**

*Although capacity and functionality of information management systems increased remarkably in the last years, the information and knowledge supply in most enterprises is still not sufficient. Using the framework of enterprise information management, organizations are able to align their existing data warehouse, business intelligence, knowledge management, and other information systems to their business processes and requirements. This means a consolidation on one hand and continuous processes to manage change on the other to improve these systems' sustainability and to decrease costs the same time.*

### **INTRODUCTION**

In comparison to other chapters in this book, the following will focus on the dependencies and impacts between business objectives and technology

usage in the field of Information Management and Business Intelligence (BI). Because of changing business requirements and based on a substantial industry experience, there are several forces affecting the future development and usage of BI. This particularly applies to enterprises anticipating the opportunities of the Digital Economy.

Working for PA Consulting Group, my colleagues and I have helped many organizations to improve and optimize their Information Management and BI portfolio. In this chapter, we will summarize our project experience, key findings and recommendations for successful enhancement of enterprise decision support, and explain our approach of Enterprise Information Management (EIM).

After one decade of investment in Business Intelligence, the usage of tools and solutions for all aspects of decision support, planning, forecasting, and reporting has become a commodity in most industrial organizations. As experienced with operational systems before, the lack of flexibility to accommodate changing processes and increasing costs of operation for growing heterogeneous systems lead to disaffection both on the IT and business side.

The majority of data warehouse projects and BI initiatives still don't realize the perceived benefits. To make matters worse, in difficult economical times it has become more difficult to invest in BI projects because benefits are often non-financial or not measured easily and spread across different departments in the organization.

Taking into account the opportunities and the business environment of the Digital Economy, where Information Management and fast reaction to changing customer behavior are crucial for economic success, the efficient management of information and Business Intelligence is more important than ever.

The changing business rules are threatening lots of enterprises who underestimate the importance of corporate information and knowledge as a key factor to sustainable success.

To overcome the technical and organizational challenges and to be prepared for the opportunities and risks of new business models, successful enterprises have to achieve substantial changes in their BI environment in the coming years.

In the following chapter, we will take a closer look at how common BI solutions are implemented and maintained in the industry today. We will investigate new business requirements and business imperatives that have to be considered.

The structure and development of the BI market will give us hints for future improvements and possible changes in adoption of technology.

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