



DRIVE minimising risk and maximising return over the life of the application

About visualmetrics

visualmetrics is a Business Intelligence (BI) solutions provider that develops and delivers best of breed Analytical Applications, utilising BI tools, to its focus markets. Based in Chester, United Kingdom and founded in 1997 it has an annual turnover approaching €2 million. **visualmetrics** also offers consultancy services to construct custom applications tailored to a client's specific requirements.

visualmetrics has developed specialist project methodologies for the delivery of its solutions - **DRIVE** for custom Analytical Applications and an accelerated form, **@DRIVE**, for standard applications. These services span the full application life cycle from functional specification to application support and enhancement, ensuring that project risk is managed and ROI is maximised.

visualmetrics maintains partnerships with leading product, application and service partners in the BI market. **visualmetrics** sees its value not only in assisting its customers to exploit data as information on which to base decisions, but as intelligence to promote insight into businesses performance.

Our clients include market leaders such as Exel, Greencore Group, Unipart, CIDP and Levi Strauss.

visualmetrics has developed a suite of Analytical Applications, based on their length and breadth of industry and technical experience.

- **visualaffinity** for contact centres
- **visualperformance** for sales
- **visuallogistics** for logistics
- **visualrevenue** for finance
- **visualintellect** for human resources
- **visualavenue** for property portfolio

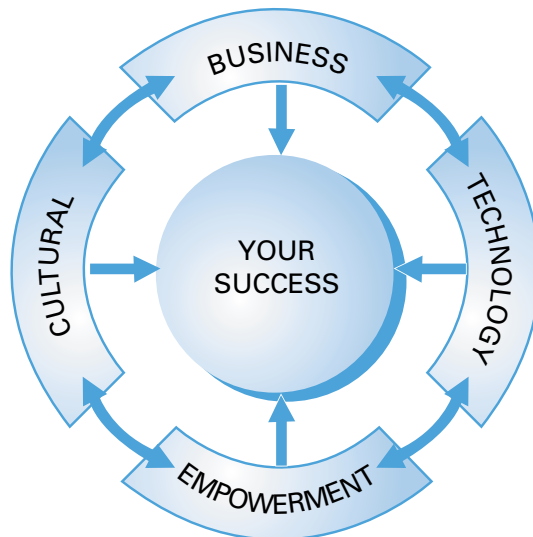
A software application is like any other product you might buy. There are costs in acquiring and maintaining it, but the return lies in how you use it. A software application only becomes a solution delivering benefit through quality implementation and maintenance. Get that wrong and you may not only fail to reap the expected return, but indeed regress through the business and technical dislocation caused. Risk free implementation and support is a critical factor in maximising return.

DRIVE is **visualmetrics'** standard project methodology specifically designed to ensure that you achieve this and gain most benefit from your analytical application.

DRIVE covers the full project lifecycle from initial concept to end of life and by using a set of focused services ensures that the analytical application maintains a close alignment with business Methods and Metrics as they change over time.

By virtue of organisation and culture, no two enterprises are identical, even though they operate in the same markets, and perhaps with the same partners, customers and suppliers. They are made up of many people, pursuing varied objectives, but working in concert with a common goal - winning competitive advantage. The superiority of business acumen and methods - what you do and how you do it - determines the winner. Successful businesses constantly strive for improved quality, increased productivity and

lower cost within their organisations. Business Intelligence based solutions are an indispensable tool in the race to achieve this. They exploit data as a business asset through capturing it and distributing it around the organisation in forms that are meaningful and provide insight to its users. The retail sales organisation must be aware of products, sales and margins and the impact of its own and competitor promotions. On thin margins, deviation from plan demands an immediate response which an empowered and data rich organisation will deliver. The capital projects building company must be constantly aware of the cost and production schedules of its activities, the performance of sub-contractors, and the impact and management of risk, if commercial contract targets are to be met and penalties avoided.



At **visualmetrics** we firmly believe that we are uniquely placed to help you implement this BI paradigm through delivering and implementing standard or custom-built solutions. But we recognise that acquiring an Analytical Application is just the first step. If best practice is to be achieved it must be introduced and supported, such that it delivers on expectation from the outset and throughout its life. Our **DRIVE** methodology and its related services, designed by us specifically for supporting BI solutions, help you achieve this.

Contents

Page 2-4 Features & Benefits

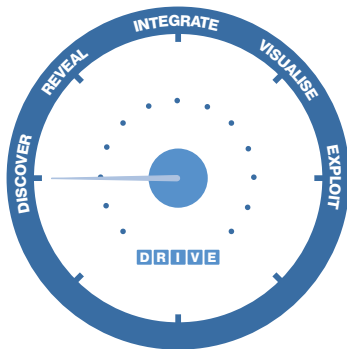
Page 5 Business & Operational Scenarios

Page 6 What our customers say
Glossary



DRIVE

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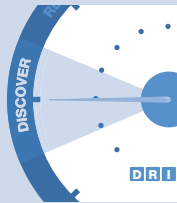


Features & Benefits

DRIVE is **visualmetrics'** standard methodology which is designed to ensure the successful implementation of an Analytical Application. **DRIVE** covers the full lifecycle from initial concept and feasibility through to end of life and deploys a set of focused services to ensure that the Analytical Application continues to support business Methods and Metrics as they change over time.

DISCOVER

The **Discover** phase identifies the readiness of the organisation to implement a CPM system before scoping its requirements, in particular, a clear definition of the business Methods and Metrics that the CPM will monitor. Two complimentary services - **Assess** and **Analyse** - set out to do this.



The first task is to assess the project's feasibility. The **Assess** service asks key questions which probe the ability of the enterprise to embrace the organisational change needed for a successful implementation. Confirming a sound business need and establishing full management sponsorship are key considerations. **Assess** examines these and other issues and establishes a transparent, time-streamed action plan.

Analyse identifies the Metrics of the enterprise. These are the quantifiable measures or indicators by which performance - success or failure - is measured. How, and to whom these should be reported is also examined, as are the organisational and technical changes that need to be considered in the implementation. These are described in a Project Charter which sets out the scope of the project, risks, costs and resources.

FEATURES

- sponsorship
- need
- technical feasibility
- information culture
- IS capability

BENEFITS

- need, funding and sponsorship identified
- responsibility and commitment qualified
- scope established
- technical feasibility confirmed
- acceptability to organisation confirmed

FEATURES

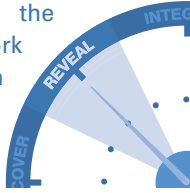
- business objectives
- project scope
- technical constraints
- procedural constraints
- time plan
- resources
- high level architecture
- costs
- project milestones
- metrics and reporting

BENEFITS

- **visualmetrics** responsibilities understood
- **visualmetrics** commitments understood
- client responsibilities understood
- client commitments understood
- budget costs identified
- timescales understood
- risks identified
- inscope/outscope topics
- project deliverables understood

REVEAL

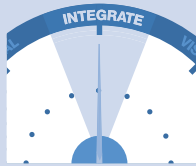
The **Reveal** phase identifies the functional and technical work that has to be carried out from the findings of **Discover**. A requirements Definition Document which details the technical design of the custom built application or modifications to a standard application, is delivered through **visualmetrics'** **Review** service. This presents the optimal functional and technical solution for the agreement of the client and so provides the basis for starting development activities.



FEATURES	BENEFITS
<ul style="list-style-type: none"> • organisational changes • infrastructure requirements • gap analysis to standard application • functional modifications 	<ul style="list-style-type: none"> • review milestone before integration starts • optimisation of cost of change to benefit • client understands and commits

INTEGRATE

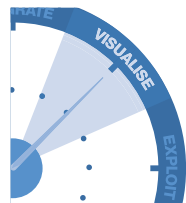
In **Integrate** the analytical application is built or modified depending upon whether the solution is based upon a standard application or is custom built. The **Construct** service develops the application, configures it to satisfy design requirements and finally integrates it with the existing operational applications.



FEATURES	BENEFITS
<ul style="list-style-type: none"> • physical technical architecture • interfaces to data feeds • data warehouse and data marts • optimisation with client infrastructure • system testing 	<ul style="list-style-type: none"> • business experience in CPM of visualmetrics • robust solution from specialists • minimised opportunity cost for client • reduced risk

VISUALISE

It is during the **Visualise** phase that the application first becomes visible to the broad base of end users through focused training and roll-out programmes. **visualmetrics'** **Launch** service is designed to assist the client as he goes live.

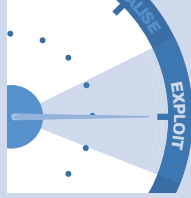


FEATURES	BENEFITS
<ul style="list-style-type: none"> • dry running of application • operational application commissioned • operations staff and end users trained • client key user group trained • user documentation • visualmetrics on site support 	<ul style="list-style-type: none"> • knowledge transfer to client staff • direct user access to visualmetrics staff • client opportunity cost minimised • minimisation of risk to the project • maximising systems success



EXPLOIT

Benefit and value must be driven out of the Analytical Application over its full lifetime. **visualmetrics** offers a number of services within the **Exploit** phase of the project lifecycle which are designed to achieve this and suit individual customer needs.



Secure is a comprehensive and inclusive post implementation service designed to ensure the application continues to deliver business benefit throughout its life as the business model changes, in addition to maintaining system operability.

The **Protect** Service is a *reactive* service concentrating only on maintaining system operability. It does not attempt to keep the application functionality aligned to changing business needs.

The **Sustain** service is a call off consultancy contract for a prescribed number of consultancy days, based on the client's own assessment of need for professional BI support.

The **Revise** Service is appropriate where the application has not been audited or assessed for a considerable time, or **visualmetrics** has been newly introduced. The service can be likened to a "health check" aimed at assessing the health or benefit of the application and to diagnose a recovery plan.

FEATURES	BENEFITS
<ul style="list-style-type: none"> • telephone and remote access support • break fix • work around • vendor escalation and knowledge base • out of hours cover • major release upgrade • application audits • technical audits • improvement schedule 	<ul style="list-style-type: none"> • system operability assured • business benefit assured • single point of contact and responsibility • service of domain experts • minimised down time • minimised opportunity cost • user advice and training

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FEATURES	BENEFITS
<ul style="list-style-type: none"> • competitive consultancy day rate • preferential response time • prescribed number of man-days 	<ul style="list-style-type: none"> • consistency of personnel • budgeted costs

FEATURES	BENEFITS
<ul style="list-style-type: none"> • a business requirements and design review • a technical audit 	<ul style="list-style-type: none"> • company analysis defined • application re-aligned to company need



Business & Operational Scenarios

Applications support business methods, so good application support starts with identifying and fostering best practice methods during the process of analysis. An understanding of technology then comes into play when the design phase builds technology components into a system that supports the goals from the analysis. These considerations are true whether the application is a bespoke build or standard application.

Metrics measure business performance, and the analytical application is the window through which they can be calculated and viewed. Gaining benefit from an analytical application is fundamentally dependent upon the understanding that an enterprise has of its own business and market. Corporate Performance Management requires that the analytical application identifies the Metrics that bring insight on performance and delivers them in time, in the correct form and to those who can act to make a difference.

visualmetrics bring the "know how" for analytical applications of how to achieve this from a pedigree in this market. Working with the company's own staff who understand how their organization works ensures business needs are satisfied. Specialist knowledge of BI technology assures best configuration and appropriate design and customisation. The internal IT function is focused on the application impact on operational management. Opportunity cost is minimised.

Few software applications ever operate in isolation and an analytical application is no exception, needing to be integrated with data feeds from transactional systems and other data warehouses. The analytical application also needs to be configured to align it to business processes before it is rolled out to the user community through a tailored training and implementation programme. These specialised tasks require an in depth knowledge of the technology and can be high risk activities for an organisation to attempt alone.

The **DRIVE** service brings **visualmetrics'** long experience in analysis, design, build, training and implementation to bear in completing these activities.

The end of the implementation merely marks the beginning of the exploitation of the application and with it the need for appropriate support. Users will demand that the application operates with minimum disruption. While operational running will typically be the responsibility of IT management, external factors can impact successful operation.

An analytical application will usually comprise components from a number of vendors. These can include BI tools, database products, ETL tools as well as the application author and system integrator. A system failure can be caused by an operational error, failure of a hardware or software component, user mistake or lack of user understanding. Analytical applications are often business critical so getting a failed system up and running becomes an immediate priority. How does the user organisation respond? It may be able to identify where the impact is felt but the cause may lie elsewhere. Does it have the knowledge to determine the cause and then remedy the problem? Should it even consider attempting this in isolation for a business critical application?

Other issues for IT operational management to consider include new versions of components from the different providers. Are they mandatory? Is there benefit to the organisation in implementing them? Are they compatible with other solution components? Managers also understand that their businesses change over time and that applications need tuning and re-alignment if they are to continue to support best practice. How do they recognize that change is taking place? How do they decide how best to respond? While these support actions are preventative in avoiding application degradation, as compared to the reactive support of "break fix" they contribute in major part to maximising ROI over the application lifetime.

The best way to deliver preventative and reactive support is through a single vendor who possesses knowledge of all the elements of the technology stack which delivers the application, and who understands the enterprise's business. A single point of contact and responsibility across all providers can manage each issue to resolution within defined service level measures.

At **visualmetrics** we believe that the solution provider is best placed to deliver this inclusive and comprehensive service so we have ensured that this capability is an integral part of **DRIVE**.

DRIVE methodology and services

PHASE	SERVICE
Discover	Assess Analyse
Reveal	Review
Integrate	Construct
Visualise	Launch
Exploit	Secure Protect Sustain Revise



What our customers say about visualmetrics

"The **visualmetrics** system has met all our expectations, speeding up enquiry and reporting operations and helping satisfy the demands of our branches much more efficiently and easily. Users have now been empowered. They are able to undertake their own analysis and create reports. Importantly, little training was required, as users only need to be able to use a web browser to operate the system. Other areas in which improvements to Business Intelligence solutions have been made are our Training department, the Contact Centre and our Professional Education Department, and further work is being done to extend these into other areas of CIPD."

CIPD - Eileen Pevreall, IT Project Manager.

"The delivery of differentiation services that provide additional value to clients will underpin the continued growth of Ashworth Mairs. **visualmetrics** and Business Objects Business Intelligence solutions enable the flexible analysis and delivery of management information for timely client focused services that are enhancing client relationships and delivering significant operational improvements."

Ashworth Mairs - David Mairs, Chief Executive.

"In order to help maintain its growth, Balfour Beatty Utilities is working with BI solution provider **visualmetrics** to implement Business Intelligence software to help it meet a number of corporate objectives centred on Contract Financial Performance Management. These include timely delivery of financial information, meeting financial targets, improving process efficiencies and providing added value client service.

Contracts have to be constantly monitored against margin targets. They need to be under constant scrutiny in order to recognise and respond quickly to changes in financial status and deviations against plans. Using Business Intelligence for Interactive Analysis and reporting of up-to-date data now allows Balfour Beatty users to produce their own analysis of costings independently."

Balfour Beatty - Mathew Duncan, FD.

"Avaya's UK Consulting and Services organisation are seeing a significant increase in our call center customers' need for more robust BI. The good news is the information is generally there for them via Avaya's solutions. The challenge has been charting a successful way to deliver that BI. The great news: **visualmetrics** has delivered the professionalism and consistency to make those BI needs a reality."

Avaya Global Services - Bret Lathrop.

Case studies are available on our website at www.visualmetrics.co.uk



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visualmetrics Glossary

Analytical Application: a pre-built application using a BI toolset and based upon a domain of data, which allows an organisation to track, monitor and effect business performance through analysis of its Metrics.

Business Intelligence (BI): software tools from companies such as Cognos and Business Objects which are employed in the overall delivery of CPM based solutions and Analytical Applications.

Corporate Performance Management (CPM): the process of understanding and effecting the quality of an organisation's performance, based upon the interplay of BI, Metrics and Methods (also otherwise known as BPM: Business Performance Management or EPM: Enterprise Performance Management).

Data Warehouse: an off line database, which retains all the aggregated and restructured data that delivers the CPM solution through an Analytical Application.

Information Supply Chain: a suite of software programmes which automates the time based and selective extraction, transformation and loading of relevant data for reporting purposes, into the Data Warehouse.

Methods: the process that an organisation employs to fulfil its operational activity. When qualified by Metrics and reported via a BI tool set the results are used to meet CPM objectives.

Metrics: business measures which are quantifiable, including their associated business rules, (also otherwise known as KPIs: Key Performance Indicators).

Reporting: a broadly generic term which includes Business Intelligence, Analytical Applications, Business Performance Management and Key Performance Indicators.

Balanced Scorecard: a management system that enables organisations to clarify their vision and strategy and translate them into action. It provides feedback around both the internal business processes and external outcomes in order to continuously improve strategic performance and results. It retains traditional financial measures to assist in creating future value through investment in customers, suppliers, employees, processes, technology, and innovation.