

1. THE INFORMATION-ENABLEMENT COMPETENCY CENTRE (I-ECC)

Organising effectively to maximise the value of information (i) is a key enabler to achieving sustainable business improvements from investment in information. The essential organisational element to achieve this is the establishment of an i-Enablement Competency Centre (i-ECC) sometime called a BI CC. The objective of the i-ECC is to provide a focus for Information Management (IM) excellence:

- Definition, development and implementation of IM best practice
- Proactive sponsorship, support and involvement in successful delivery of IM projects
- Displaying an integrated professional, knowledgeable and experienced IM capability.
- Championing IM as an important enabler to business improvement

The key benefits are:

- One-stop source of IM excellence
- Centre of excellence in IM that can develop and grow best practice
- Effective management of scarce IM resource
- Successful IM strategy, Programme and Project implementation
- Integration of IM into all aspects of a business
- Central management and control of IM.

1.1 THE i-ECC STRUCTURE

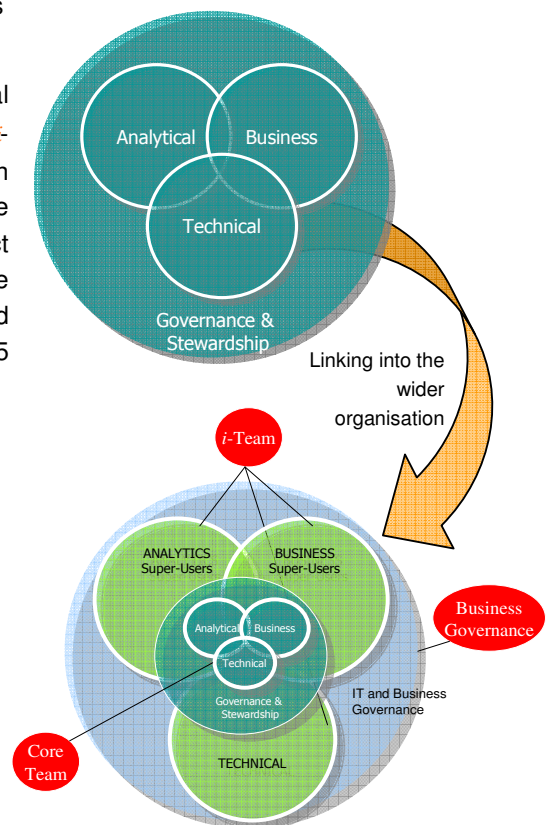
An i-ECC structure combines 5 key skills elements as presented in the diagram opposite.

Whilst an i-ECC can be constituted as a single central integrated team, the organisational structure and spread of i-Capable resource across many departments within an organisation leads us to the conclusion that creating a single integrated team may not always be possible, may detract from current IM objectives and potentially consume significant time and resource. However, it is recommended that at least a core team be established (probably 3-5 people) that can act as a focus for development and promotion of excellence whilst providing and managing delivery of scarce IM resource to individual projects.

The core team needs to be supported by a larger virtual team, the i-Team, consisting of all IM capable resources within the business, see diagram opposite.

Where an organisation is international or has many divisions then a hierarchical structure may be introduced.

This hierarchical structure will have a different focus at each level. The corporate level will provide the overall guidance and direction for IM. The Governance function is likely to be important along with Corporate Stewardship.

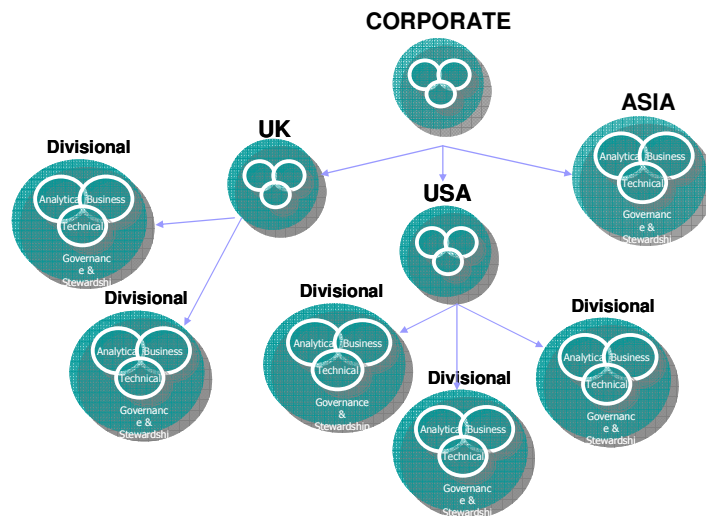


The core intellectual functions should be represented and driven by broad strategic corporate requirements.

The next level down will provide country focus with the lower levels providing direct IM capability to the divisions.

Potentially, a representative from each of the divisional groups represents that group at the next level within the hierarchy ensuring grass roots issues are fed into the strategic direction for IM within the organisation.

Whatever the structure, it is important that the i-ECC is a proactive focused centre of excellence for IM within the organisation that it is seen to be and is a resource available to all.



The i-ECC should be managed by the function within the business that is core to the business and where maximising MI capability will deliver the most significant benefit or where this is not possible then as part of the IT function but reporting directly to the CIO. If it is placed inappropriately then it will be unduly influenced in a particular business or technical direction.

1.2 THE i-ECC CORE TEAM

The i-ECC core team needs to be resourced using experienced and capable MI resource from within the business / IT or where necessary using externals. The core resource skills are:

1.2.1 BUSINESS

This core skill needs to have a broad based business view of IM, with understanding and experience of the organisation's core business to provide a cross functional view of business and IM strategy. It must have the experience, capability and stature to be a welcome input to any business discussion where IM may be impacted. It must be able to fully articulate the business and IM strategy to the other i-ECC core team members as well as the virtual i-Team and the business. It should be aware of external applications of IM that may provide business value if incorporate into the organisations IM strategy.

1.2.2 ANALYTICS

This core skill needs to have a broad based analytical capability and clear understanding of the organisation's data, information and business intelligence applications for example, compliance reporting. It promotes a common data language and definition of rules for accessing information. It must provide a proactive analytic service capability to the business directly and through the wider i-Team members. It should promote self-sufficiency where it will be effective through training and individual development but remain available for the provision of enhanced or complex services. It

should remain aware of developments in tools and data manipulation where these will enhance the organisation's IM capability and make recommendations for inclusion within the IM strategy.

1.2.3 TECHNICAL

This core skill needs to have excellent technical experience in the application of IM tools and *i*-Applications as well as a broad based technical understanding of the technical and data architecture within the organisation. If data management and modelling are not managed and maintained elsewhere then this function must take a lead otherwise it should understand and actively support data management and quality improvement. Ideally, it should become the IM technical and data architecture authority. It is not recommended that it takes on a database administration role which should remain the responsibility of IT delivery. It must be the key liaison between the *i*-ECC and the rest of the IT function. It must remain aware of the technical IM developments in the market and promote these to the *i*-ECC core team for inclusion within the IM Strategy, were they will provide business value.

1.2.4 GOVERNANCE AND STEWARDSHIP

Governance – to establish clear unambiguous rules for IM including policies, procedures, methodologies, standards and definitions to provide a common foundation for IM implementation and usage within the organisation. This must integrate seamlessly with the organisations business and IT governance, including data and industry legal and regulatory requirements.

Stewardship – the ongoing Stewardship of IM for and on behalf of, the *i*-ECC, the *i*-Team(s) and the IM community within the organisation. The Stewardship function is the very necessary function which allows the *i*-ECC, *i*-Team and IM community to work effectively together. It liaises with functions elsewhere within the business particularly business and technical stewards, Owners, IM resources within business functions and IM Super-Users. It provides a coordination role internally and externally for all IM resource. It manages the central repository of IM information, process and standards. It provides a first line of contact for all help and support for IM.

1.3 THE *i*-TEAM

This function consists of the extended IM capable community within the organisation. Individual business functions have IM capable resources who deliver local IM services. These scarce resource should have a common approach to IM provided via the Governance and be available to provide their skills and experience to other projects where appropriate, this being managed via the *i*-ECC Stewardship function. They need to be able to call upon specialist skills where they require additional support either from within the *i*-ECC team, from other business areas or externally, again managed via the Stewardship function.

The *i*-Team includes not only specialist IM resources but also local 'super-users' who provide that necessary local self-sufficiency. The 'super-users' often have very focused but advanced skills with data or toolsets and can provide a practical contribution to wider issues, they should not be excluded from the IM resource pool.

Where *i*-Team members are allocated to alternative projects they need to be given appropriate time to accomplish the tasks and where a business is impacted it should be suitably recompensed either through some reciprocal arrangement or from a central fund.