Traditional OLAP focus

- Tracking sales performance
- Managing customer relationships
- Analyzing financial performance

All of these measures tell you how you're doing… not how *well* you're doing it!

New Operational Focus

- Demand for real-time information
- Advent of pervasive computing
- Increase in use of processes like SPC

All focused on how *well* a process is working

What is SPC?

◆ <u>S</u>tatistical <u>P</u>rocess <u>C</u>ontrol is the application of statistical techniques to analyze a process or its output

◆ Metrics are measurements taken at the end of a process (Result Indicator) or during the execution of a process (Process Indicator) to determine process performance

Why Focus on Operations?

- Focusing only on end results (sales analysis, CRM, financial performance) ignores the process

- Analyzing 'after the fact' takes too long to make required process change (and to see improved results)

- Capturing process issues at the time they are occurring provides the best opportunity to understand variation.

A Case Study

- Order Management process encompasses many transaction systems with minimal or manual integration

- Jeopardies can be raised at any point in the process, but are often 'invisible' in the aggregate

- Application needed to analyze process and results

- Goal: faster time to customer activation

Design Considerations

- Manage response time issues
  - Design for response time
  - Use MOLAP for dimensional analysis
- Structure acquisitions for small, rapid batches or use streaming architecture
- Drill into transactional systems at your peril!

Success Factors

- Everything doesn't need to be real-time to add value
    - Focus on the **key** real-time metrics
    - Exploit dimensionality with lagged (MOLAP?) measures
- K.I.S.S
    - Your charts aren't Christmas trees!
    - Use OLAP tool's multiple and multi-layered drill-down capability

More Advice…

- "The wrong answer on time is better than the right answer three days late!"
  - Get busy measuring
  - Use OLAP to provide quick turnaround to answer new questions
  - Let OLAP tool help you 'muck around' in the data
- Don't blame the data!

Questions, Comments, Accusations?

Contact info:

E-mail: nancy.osborn@level3.com

Snail mail: Nancy Osborn

Level 3 Communications

1025 Eldorado Blvd

Broomfield, CO 80021