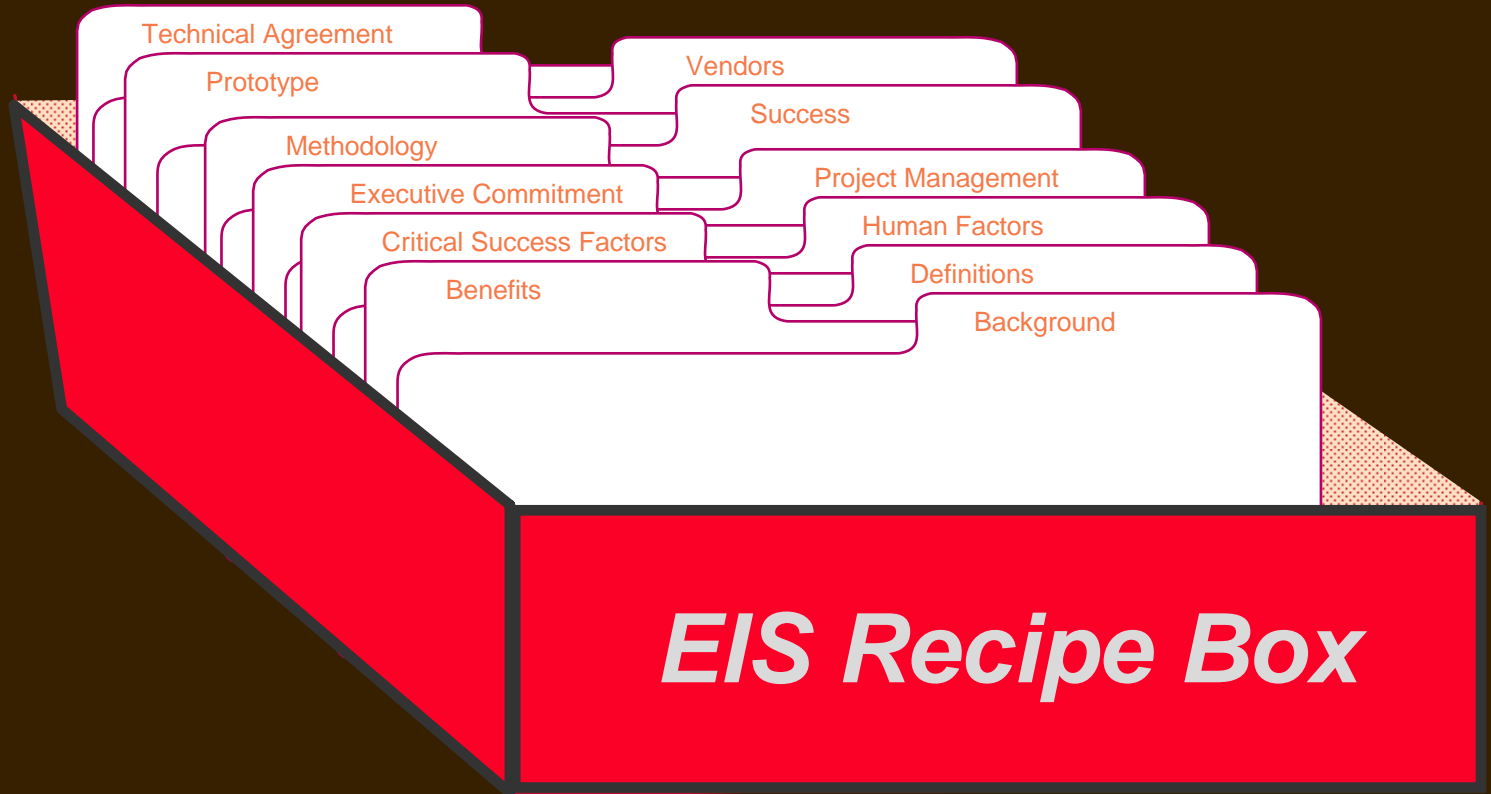


EIS: A Recipe for Ongoing Success



Agenda

Background

Executive Environment

Lessons Learned

Ideas for EIS Success

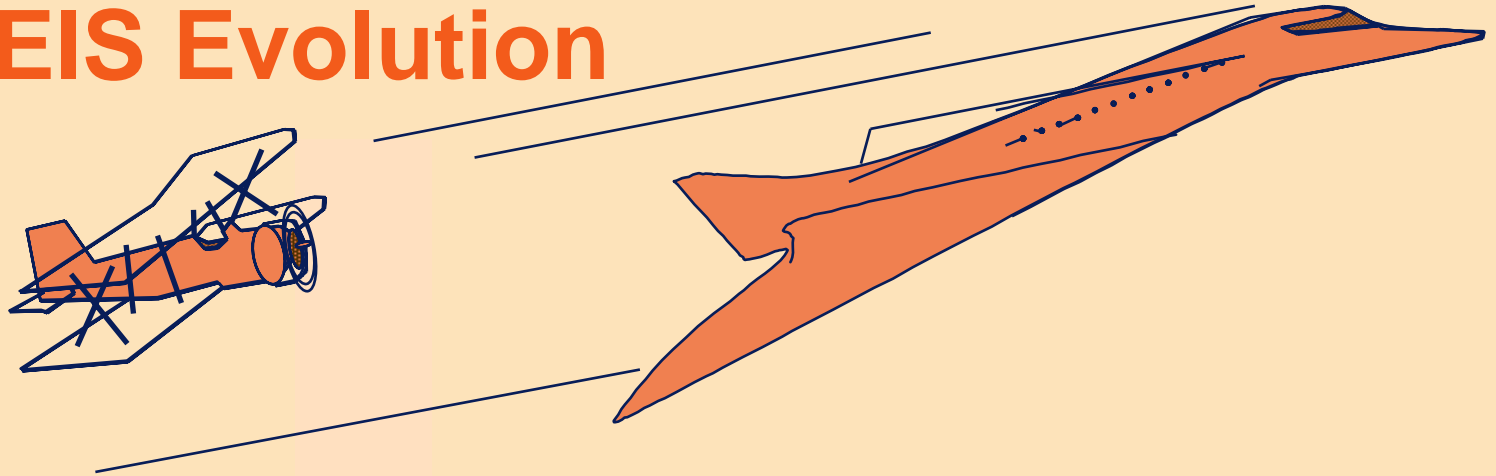
Closing

Assumptions

- ◆ You have not developed an EIS
- ◆ You want to
- ◆ You are concerned about an initial success
- ◆ You are concerned about ongoing success

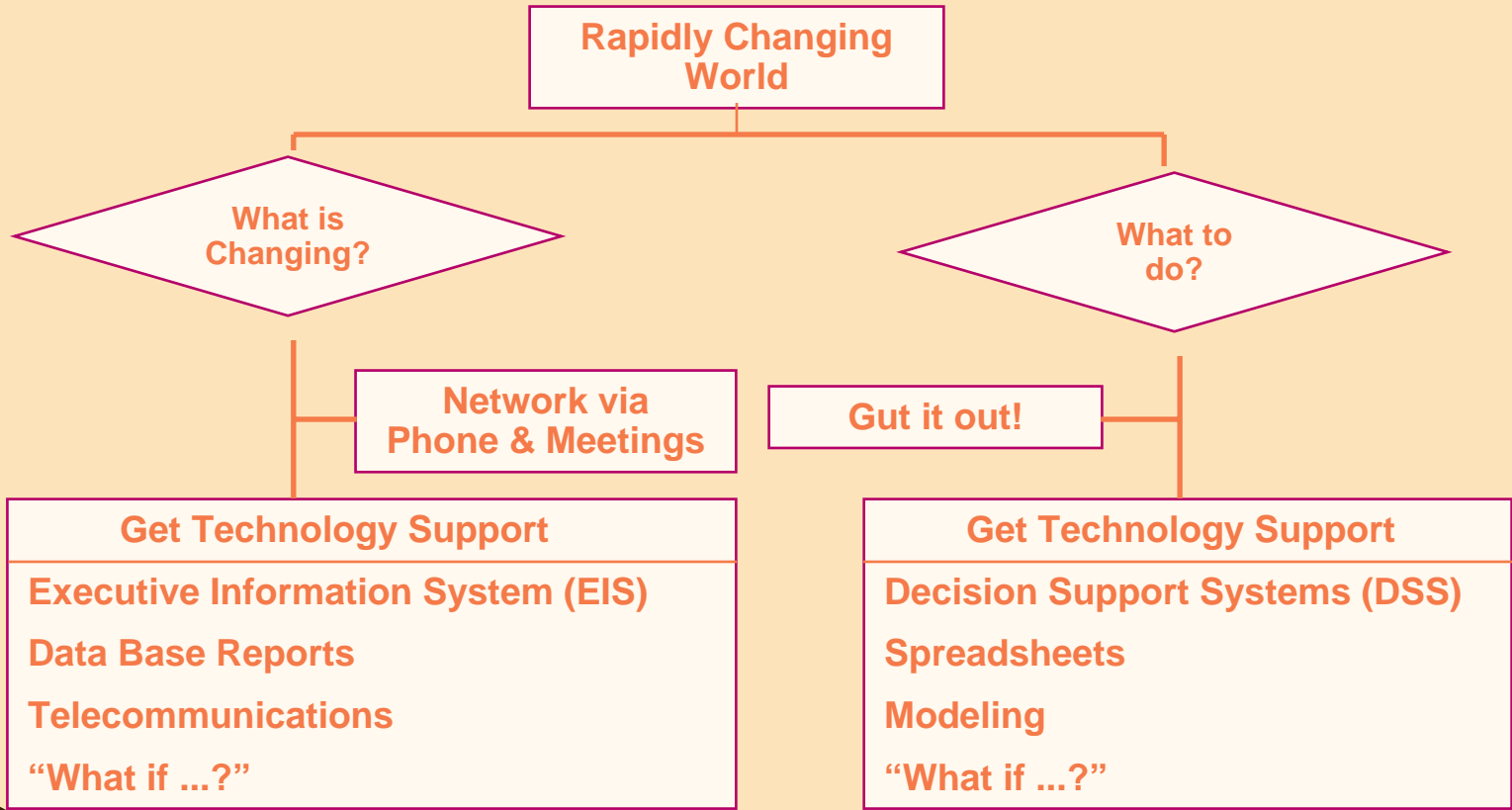
Background

EIS Evolution



- ◆ Evolving Design
- ◆ Prototyping
- ◆ Executive Education

Background



Background

Major Events in EIS

- 1978 - IBM introduces color graphics terminal with executive presentation system
- 1980 - Computer Pictures EIS is available on a micro-computer workstation
- 1981 - IBM introduces PC
- 1982 - Northwest Industries, The CEO Goes On-Line
- 1984 - Pilot Command Center (1st commercial EIS)
- 1986 - Delong & Rockart; “Critical Factors”
- 1987 - Rockart; Executive Support System
- 1988 - EIS major focus of technology magazines with rapid growth of EIS products
- 1989 - IBM endorses EIS and starts to acquire EIS products (EASEL, Metaphor, Current, DIS)
- 1990 - Pilot Executive Software introduces LightShip as PC based EIS product
- 1998 - Oracle introduces Business Intelligence modules in application suite
- 2000 - The world changes. EIS is now Business Intelligence. Really?

Opening

Topic

- ◆ **How to Create a Successful EIS**
- ◆ **How to Build on This Success**

Background

What is EIS?

Who is the Client?

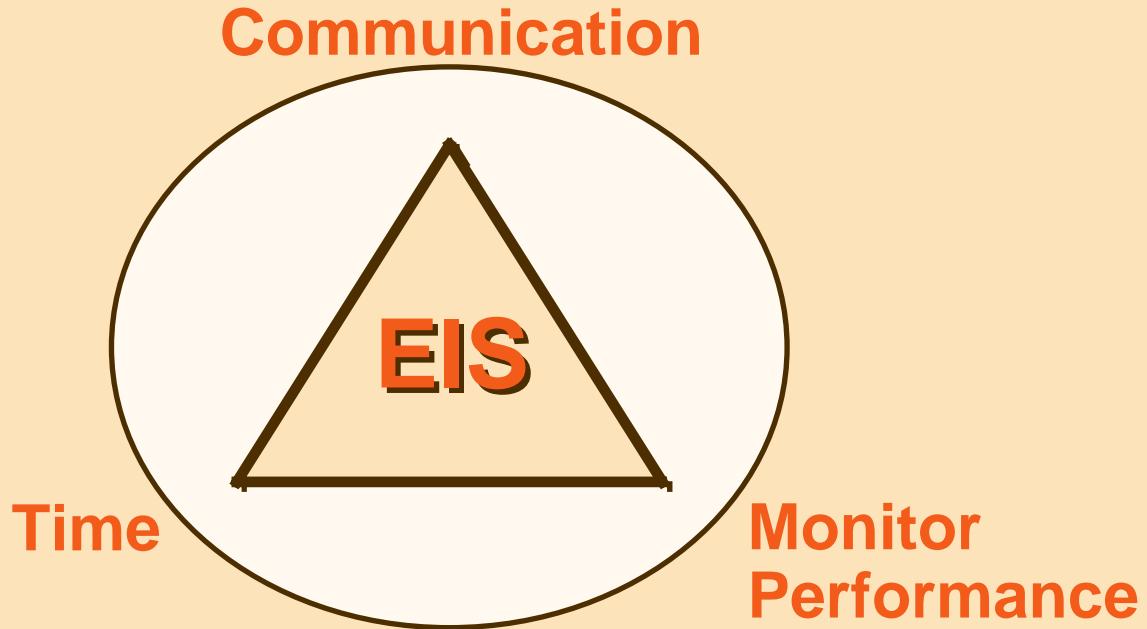
What is Success?

Background

What is EIS?

An intuitive window into the world Critical information

Executive Environment



Constraints:

Technology -

Organization -

Resource Availability -

Being overcome rapidly

Natural part of process

Availability & Consistency (critical to success)

MAC Survey

A study of current Executive Information System users reports consistent application usage and required attributes

Most Used Applications	Most Important Attributes
<ul style="list-style-type: none">- Business Trends/Data Analysis- Electronic Mail/Communications- Document Processing- Organize/Schedule	<ul style="list-style-type: none">- Customization- Ease of Use- Speed of Response- Off-Site Access- Color- Graphics- System Flexibility

MAC Survey

Benefits from Executive Information System vary by individual, but most often focus on information presentation and management

- ♦ Revised reporting process
- ♦ Combined data from multiple sources
- ♦ Present data in more meaningful formats
- ♦ Improve time usage
- ♦ More effective management

Only secretaries noted "better documents"

MAC Survey

Time is the executives' scarce resource due to the:

- ♦ **Demands from others both internal and external**
- ♦ **Competitive environment which requires more comprehensive understanding**
- ♦ **Increased globalization:
Time zone barriers/travel time**
- ♦ **Reduced middle management support**

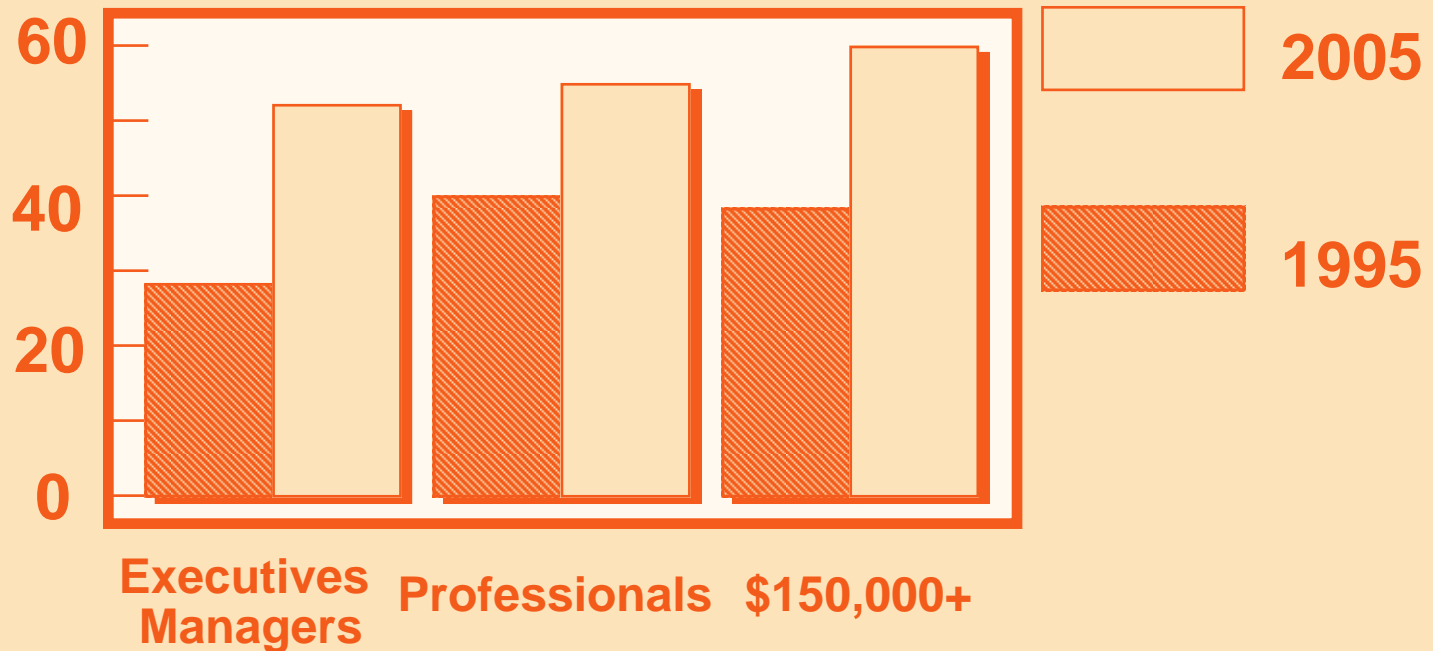
MAC Survey

To overcome this burden, executives and managers are:

- **Working longer hours**
- **working more at home**

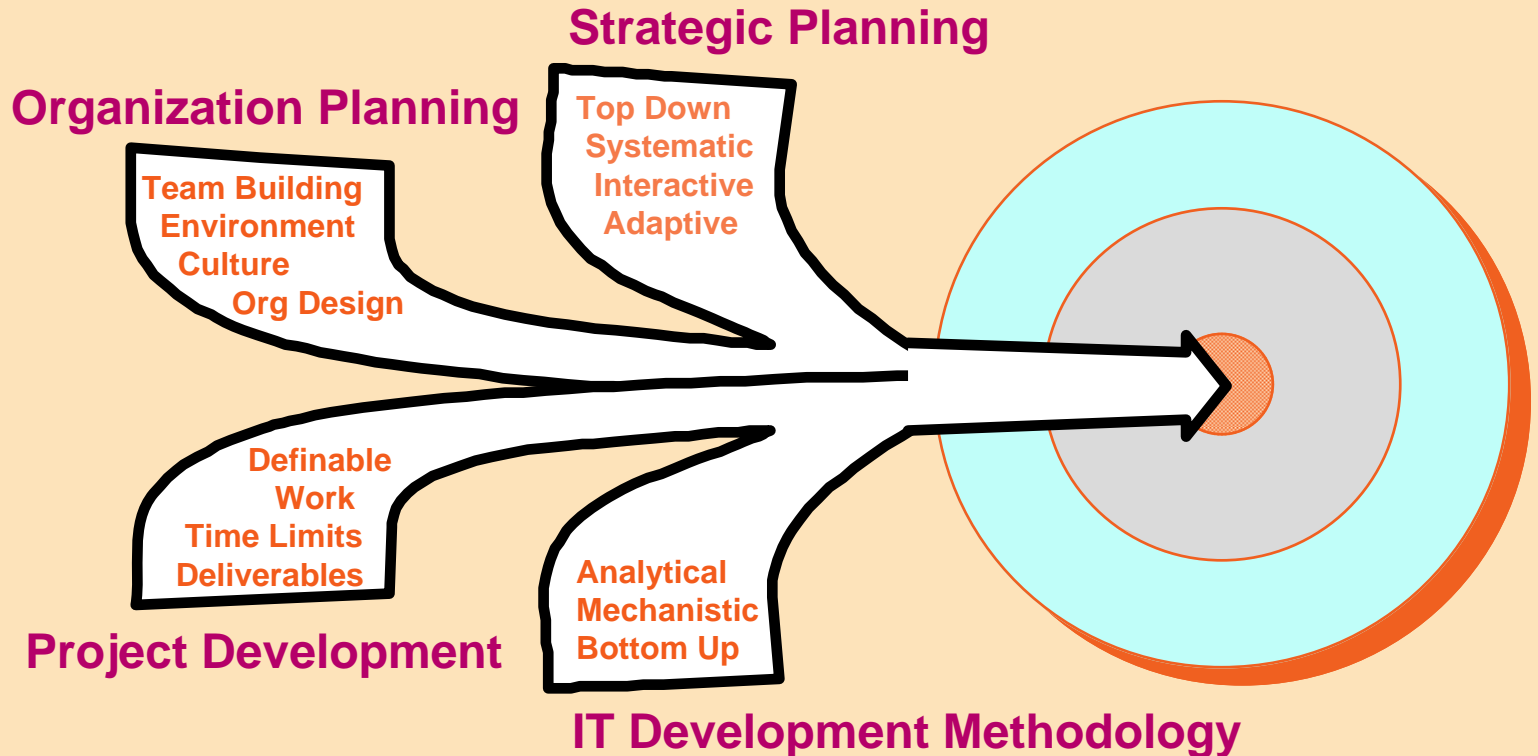
MAC Survey

Percent Working Over 50 Hours Per Week



EIS Implementation Methodology

EIS Implementation Technology



EIS Implementation Functions

Human Factors



People are the Real Information System in a Company

IMPLEMENT



Technical Factors

Lessons Learned

Failure to Start the Project

- ◆ **Low Perceived Benefits**
- ◆ **Circumstantial Issues**
- ◆ **Lack of Executive Sponsorship**
- ◆ **Planning is too Detailed**

Lessons Learned

Failure to Complete the Project

- ◆ **System Deficiencies**
- ◆ **Lack of Key, Timely Information**
- ◆ **Underfunded project**
 - **Staff**
 - **Dollars**

Lessons Learned

Failure to Deliver Benefits

- ◆ **Benefits Not Defined**
- ◆ **Lack of Key, Timely Information**
- ◆ **Low Percentage of Daily/Weekly Indicators**

Lessons Learned

**Failure to Recognize
the Political Impact of
the System**

Why Do We Need an EIS?

"I don't have time to learn how to use one of these systems."

"Executives will not understand what they are seeing without an explanation."

"The information is too sensitive to include on an EIS."

Lessons Learned

What is the Real Issue?

Ideas

Deliver Winners Every Time!

Application Selection Criteria:

- 1. Is the application directly for SENIOR MANAGEMENT**
- 2. Does the application have Corporate-Wide importance?**
- 3. Can the application deliver results quickly?**
- 4. How can EIS continue to produce?**
- 5. How can we be assured a winner?**

Ideas

Understand Your Client

Know the Company

What is the Objective?

You Should Know:

- 1. Reason(s) for EIS**
- 2. Past Experience with EIS**
- 3. Who are the Executive Advocates?**
- 4. What are the Expectations?**

Know the Client

Important Items to Know:

- 1. Who Does Client Consult With?**
- 2. What are the Client's Work Habits?**
- 3. What is the Client Focus?**
- 4. How Does Client Communicate With Staff**
- 5. How Does Client Use Information?**

Ideas

**Choose Your Support
Team Wisely**

Ideas

Ideal EIS Staff Person:

- ◆ **Enjoys Change**
- ◆ **Likes Dynamic Work Environment**
- ◆ **Seeks New Ways to Improve**
- ◆ **Concerned With the "Proper" Image of System**
- ◆ **Understands the "Idiosyncrasies" of the Executive clients**
- ◆ **Is acceptable to the Executive Team**

Ideas

Be a Catalyst for Change

EIS Recipe

1 tsp. technology

1 tsp. Executive insight

1 cup methodology

1/2 cup Organizational Dynamics

1 pt Corporate data

1 qt External data

1. Preheat executive offices;
2. Take 1 spoonful of technology and mix with pinch of Executive insight;
3. Sift 1 cup of methodology into bowl;
4. Stir ingredients with 1/2 cup of Organizational Dynamics slowly allow organization to accept changing environment
5. Stir in 1 pt of Corporate Data along with external data as needed for taste of executive team;
6. Bake in Development oven for 8 months;
7. Do not jump, slam the door, shout, shake, rattle or roll;
8. Remove from oven and let it sit until it reaches room temperature;
9. Serve with favorite Management Style

The Chef

"A good chef is someone who works their way up through the ranks. A good chef is someone who, no matter how much (s)he knows, is always willing to listen, to try something a new way. (S)He is someone who is proud of their product, who is willing to please, who can get along with other people."

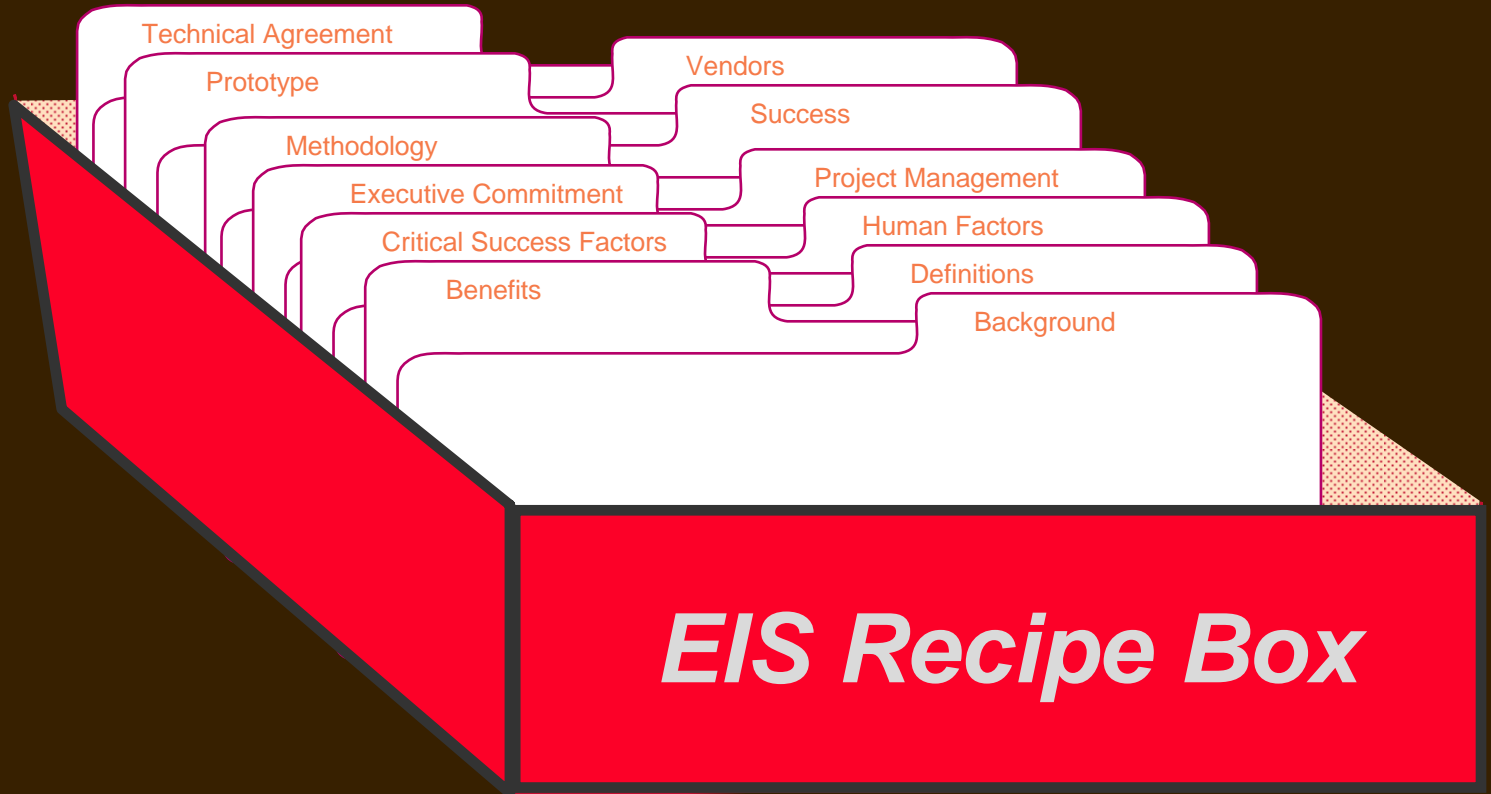
Family cookbook

The Chef

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Family cookbook

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Questions



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