Moving Business Intelligence Beyond the Dashboard

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Agenda

- About EMS
- Current BI Dashboard
- The Future Vision
- How we will get there
About Eastern Mountain Sports

- Founded in 1967
- One of the nation’s leading outfitters of serious outdoor gear, clothing, footwear, and accessories
- We are a multi-channel retailer:
  - More than 75 stores across 16 states
  - EMS.com, Climbing & Kayaking Schools
- Mount Washington, the home of the world’s worst weather, is our testing lab
# Process Focused Business Intelligence

<table>
<thead>
<tr>
<th>The Old Process</th>
<th>The Future Process</th>
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</thead>
<tbody>
<tr>
<td>“getting from here to there”</td>
<td>“uncovering the truth”</td>
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## Based on
- The Old Process: Perception/“Common Sense”
- The Future Process: Customer Reality

## Typical Steps
1. Start with assumed cause
2. Form/support opinions
3. Resolve assumed cause

1. Start with facts
2. Discover cause
3. Resolve root cause

## Usual Outcome
- The Old Process: Miss
- The Future Process: Winning Insight
Insight in Action: A Case of Footwear

Process Driven Insight

Facts:
- One store had a huge gain in Footwear Accessories

Cause:
- Footwear Gurus were having customers try on shoes with Super Feet foot beds

Winning Insight:
- Cross-sell of foot beds is scaleable across the chain and will significantly impact business

Results

- A $200k increase in Sales Revenue for the season
- A 57% increase in same store sales
- An $122k increase in Gross Margin for the Season
- A 61% Gross Margin Flow Through

All from the idea of a sales guide that was discovered and shared using Business Intelligence
Enabling Fact Based Decisions

- Produced in less than 3 months
- Rolled out in 4 weeks
- Level of information tailored to users role
- ad hoc reporting time now redirected to insight
The Future Vision: our e-Base Camp

Common Services

Business Applications

Product Lifecycle Management
Planning & Allocation
HRIS
POS & Kiosk
Merchandising
Warehouse Management
Finance & Budgeting
E-Commerce & Call Center

Employee Workbench

Enterprise Service Bus

Suppliers
Business Partners
Customers
Sample Workbench Application (1/3)
IT Operating Model

Scaleable Opportunities:
Share resources and capabilities across the enterprise
(e.g. Manage Demand, Manage Finance)

Drivers of Excellence:
Invest in resources and capabilities
(e.g. Develop Solutions Strategy, Manage Leading Practices Adoption)

Base Capabilities:
Identify the most cost effective resource
(e.g. Maintain Solutions, Manage Development Environment)

Critical Success Factors:
Leverage external resources and capabilities
(e.g. Manage Security, Deploy Solution Training)

Run the Business
Grow the Business

Adapted from: IBM Institute for Business Value, 2005