Leadership in Technology
Jim Davis
Senior Vice President & Chief Marketing Officer
SAS
Revenue Growth
32 Consecutive years
2007 Performance
Revenue by Geography

- EMEA: 45%
- Americas: 44%
- Asia Pacific: 11%
Global Revenue

By Industry

- Financial Services: 42%
- Government: 14%
- Healthcare & Life Sciences: 8%
- Manufacturing: 6%
- Retail: 11%
- Education: 3%
- Energy & Utilities: 2%
- Communications: 8%
- Other: 4%
- Services: 11%
- Manufacturing: 2%
Evolving to Meet Customer Demand
Evolving to Meet Customer Demand
Evolving to Meet Customer Demand
Evolving to Meet Customer Demand
“Every organization needs one core competence -- innovation.”

-Peter Drucker
Information Revolution

281 161 8090 1800 264
Information Revolution

161 EB captured and replicated in 2006

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Information Revolution

161 EB captured and replicated in 2006
281 EB captured and replicated in 2007

8090
1800
264
Information Revolution

161  EB captured and replicated in 2006

281  EB captured and replicated in 2007

264  EB of available storage in 2007
Information Revolution

161 EB captured and replicated in 2006
281 EB captured and replicated in 2007
264 EB of available storage in 2007
1800 EB captured and replicated in 2011
Information Revolution

161 EB captured and replicated in 2006
281 EB captured and replicated in 2007
264 EB of available storage in 2007
1800 EB captured and replicated in 2011
8090 MB per day for my personal digital footprint
Internet Usage around the Globe

User Distribution

Asia: 500
Europe: 400
North America: 300
Latin America: 200
Africa: 100
Middle East: 50
Australia: 25

Millions of Users

Internet World Stats
Usage and Population Statistics
Internet Usage around the Globe


- Middle East: 920%
- Africa: 86%
- Latin America: 60%
- Asia: 28%
- World Avg: 286%
- Europe: 231%
- Australia: 120%
- North America: 120%

Percentage Growth

Internet World Stats
Usage and Population Statistics
Information Revolution
Study: 1000 managers

42% “Too much information”
44% “Other departments not forthcoming with data”
39% “Can’t figure out which information is current”
38% “Need to weed out duplicate information”
21% “Don’t understand the value of the information”

accenture
Information Value Chain

CIO priority
Analytics

A Range of Capability

What happened?
How many, how often, where?
Where exactly is the problem?
What actions are needed?
Why is this happening?
What if these trends continue?
What will happen next?
What’s the best that can happen?
Analytics

Reactive Decision Making

What happened?
How many, how often, where?
Where exactly is the problem?
What actions are needed?
Analytics
Proactive Decision Making

Why is this happening?
What if these trends continue?
What will happen next?
What’s the best that can happen?
Information Value Chain
Information Value Chain

Valuable asset
A Commitment to Intelligence

Information Evolution Model

**Level 1:** Operate

**Level 2:** Consolidate

**Level 3:** Integrate

**Level 4:** Optimize

**Level 5:** Innovate
Information Evolution Model

Level 1: Operate

- Focus on the individual
- No information standards
- Legacy information tools
- Information is personal power
- Benefit to the enterprise?
Information Evolution Model

Level 2: Consolidate

- Functional group focus
- Departmental tools
- Departmental standards
- Information = political power
- Old definition of BI
Information Evolution Model
Level 3: Integrate

- Enterprise focus
- Enterprise standards
- Enterprise information architecture
- Breaking down barriers
- Informed view of operations
Information Evolution Model
Level 4: Optimize

- Focus on the bottom line
- Efficiency programs put in place
- Incremental improvement
- Performance management
- Transparency into operations
Information Evolution Model
Level 5: Innovate

- Focus on the top line
- Data is a strategic asset
- Commitment to fact-based decisions
- Reliance on data
- Culture of innovation emerges
Information Evolution Model

Where do you land?

- **Level 5**: Expand top line
- **Level 4**: Optimize bottom line
- **Level 3**: Enterprise focus
- **Level 2**: Departmental
- **Level 1**: Individual
“Through 2009, overcoming complex organizational dynamics and having the skills to use business intelligence and performance management more broadly will become the most significant challenge to the success of business intelligence initiatives and implementations.”

Gartner
Information Evolution Model
4 Critical Dimensions
4 Critical Dimensions

Infrastructure

Human Capital

Knowledge Processes

Culture
4 Critical Dimensions

Human Capital

Infrastructure

Knowledge Processes

Culture
4 Critical Dimensions

Knowledge Processes
Competency Center Benefits

- Increased user satisfaction
- More accurate decisions
- Increased decision speed
- Increased business & IT collaboration
- Increased BI use
- New ways of applying BI
- Better understanding of BI value
- Decreased staff costs
- Decrease software costs

Percent that Agree
4 Critical Dimensions

Culture
4 Critical Dimensions

*Insight into change*
A Commitment to Intelligence

*Information Evolution Model*
The Information Revolution

*What’s Next?*

“The data explosion – what are its sources and how can organizations cope?”

“Is your organization ready for Generation Y?”

“How are companies leveraging unstructured data to grow their business?”

“Is ‘BI’ outdated?”
Successful Business Components
Successful Business Components

Relationships are Key to Success
Successful Business Components

Relationships are Key to Success
Company-Customer Relationship
Company-Customer Relationship

- The SASware Ballot
- Users Groups
- Events
- e-newsletters
- User Experience
- Author with SAS
- RSS & Blogs
- Discussion Forums
- sasCommunity.org
Customer-Employee Relationship
Customer-Employee Relationship

Local Presence
Employee-Company Relationship
Employee-Company Relationship
Create an Exceptional Working Environment
The Perpetual Business

Key Points

- People are our most important asset
- Leadership = vision + motivation
- Strong relationships = strong business
- Business must continuously evolve
"It is not necessary to change. Survival is not mandatory."

-W. Edwards Deming