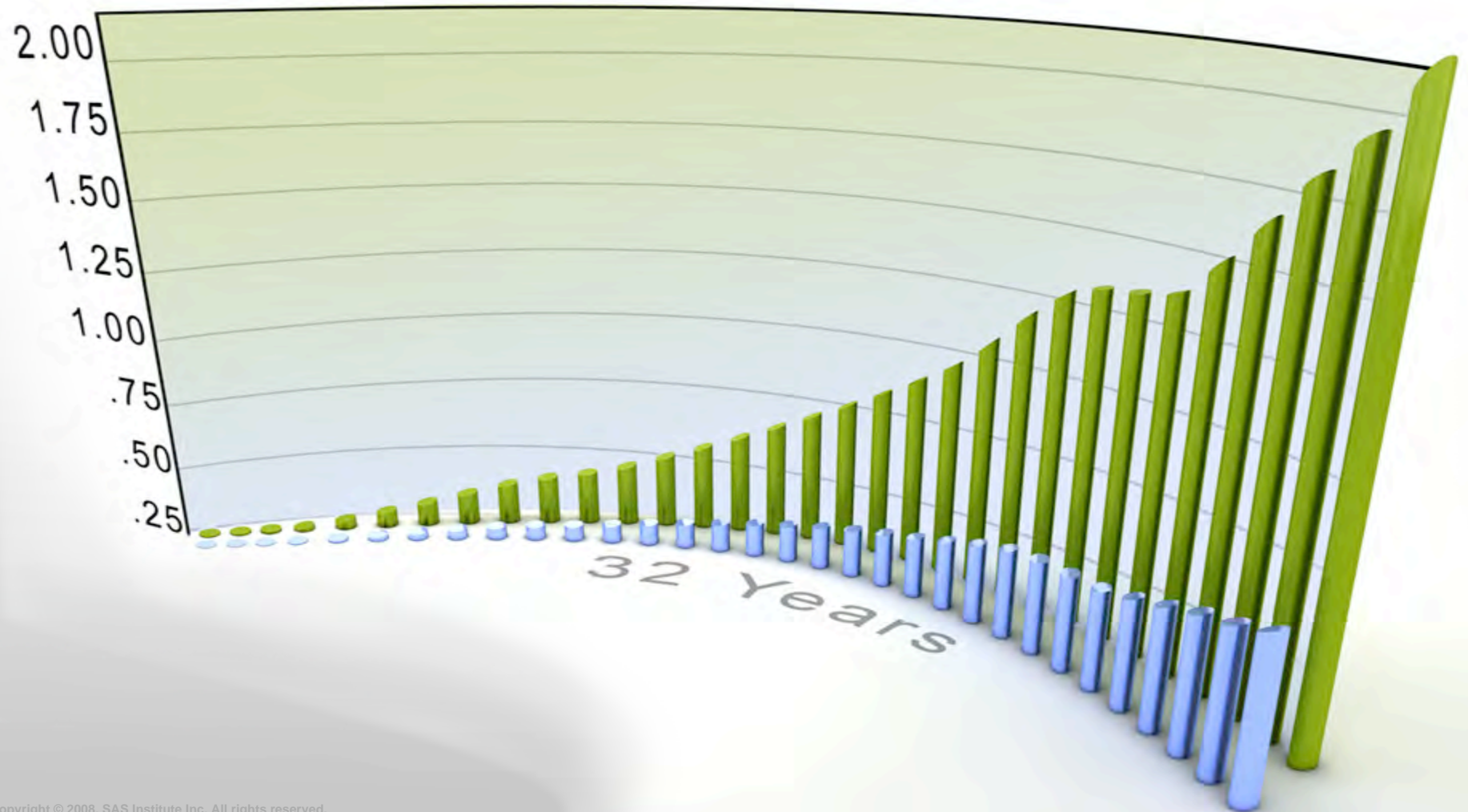# Leadership in Technology

Jim Davis
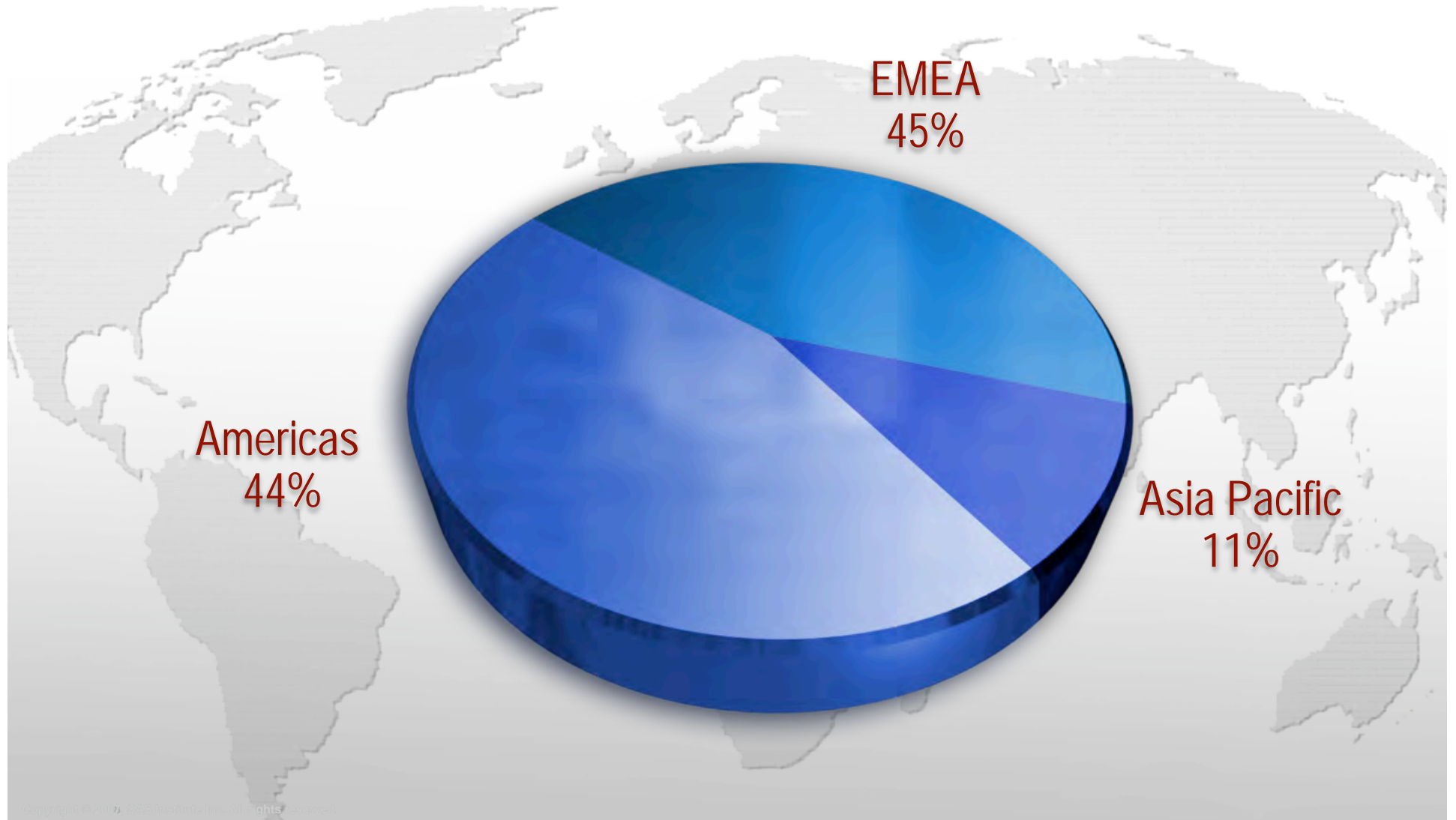Senior Vice President & Chief Marketing Officer
SAS

Revenue Growth
32 Consecutive years

2007 Performance
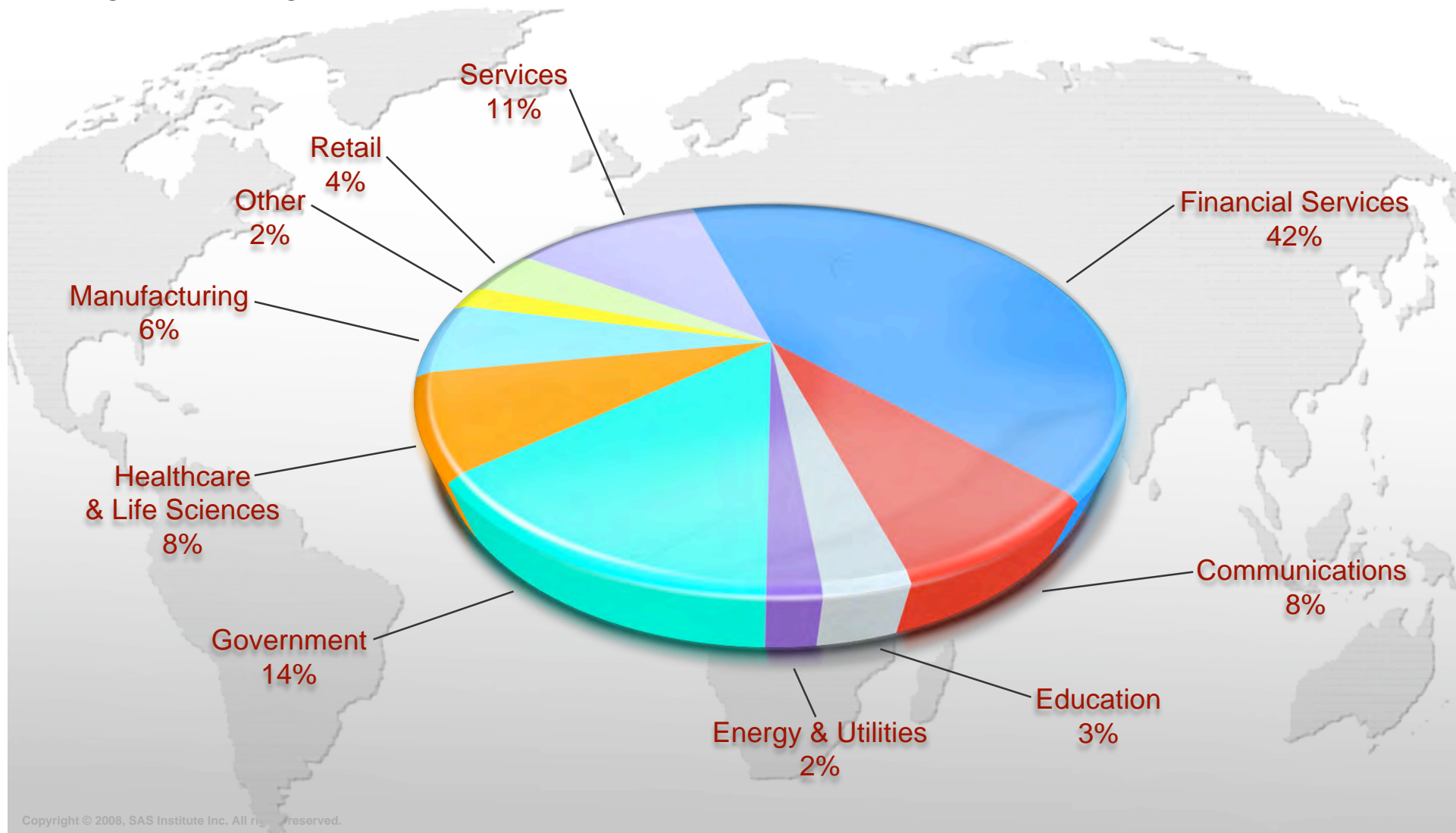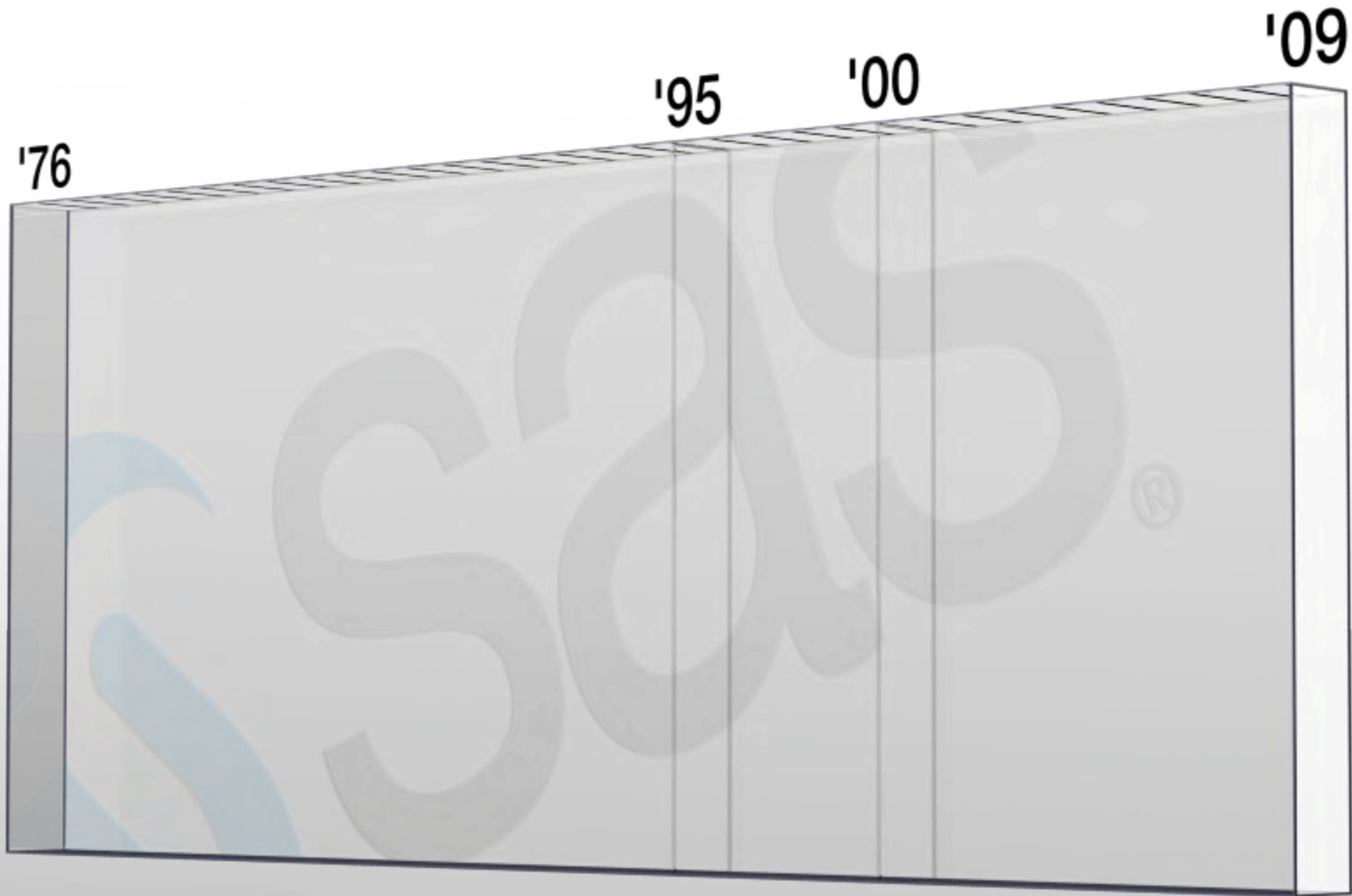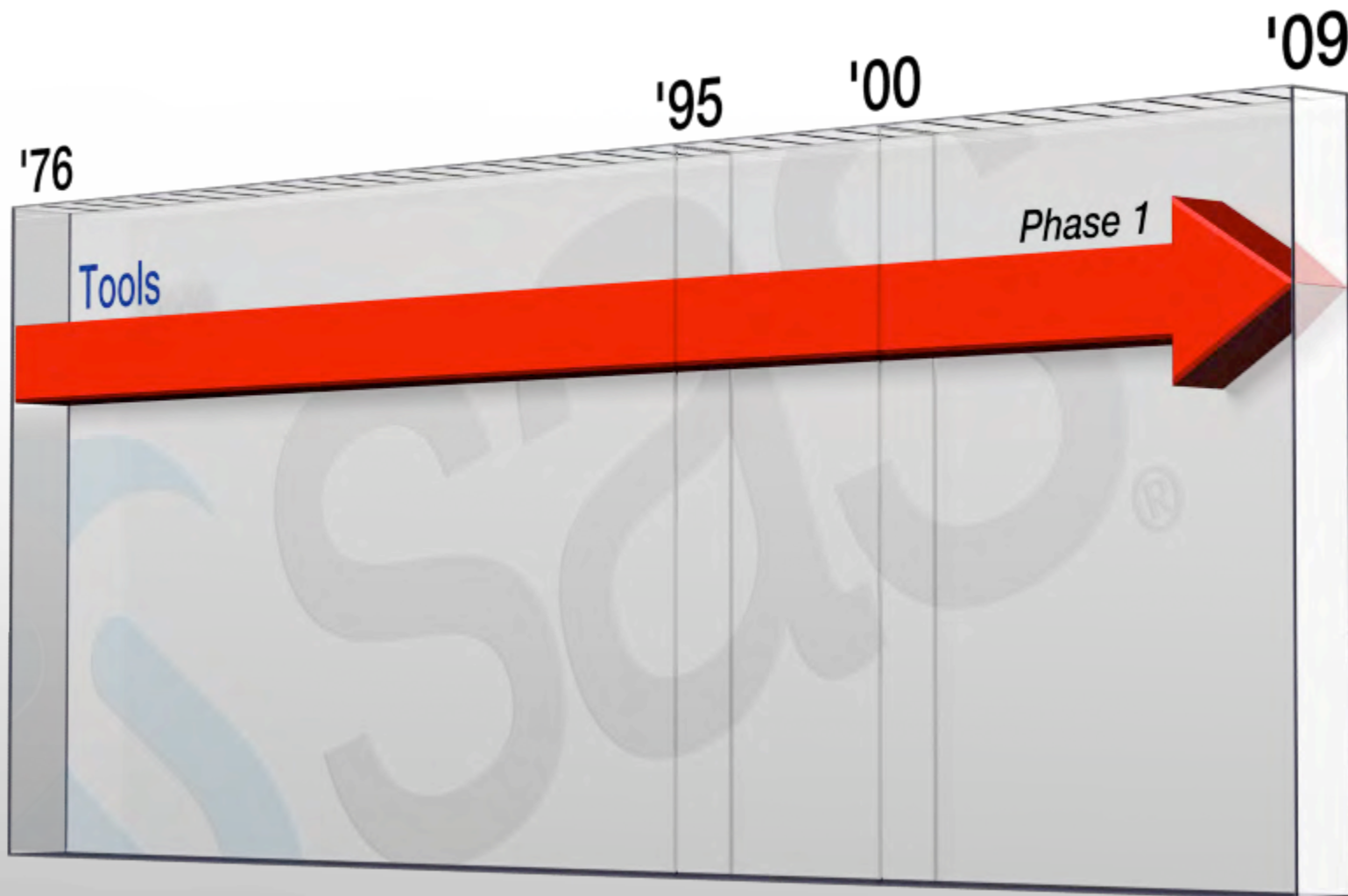*Revenue by Geography*

EMEA
45%

Americas
44%

Asia Pacific
11%

Global Revenue
By Industry

Services 11%
Retail 4%
Other 2%
Manufacturing 6%
Healthcare & Life Sciences 8%
Government 14%
Energy & Utilities 2%
Education 3%
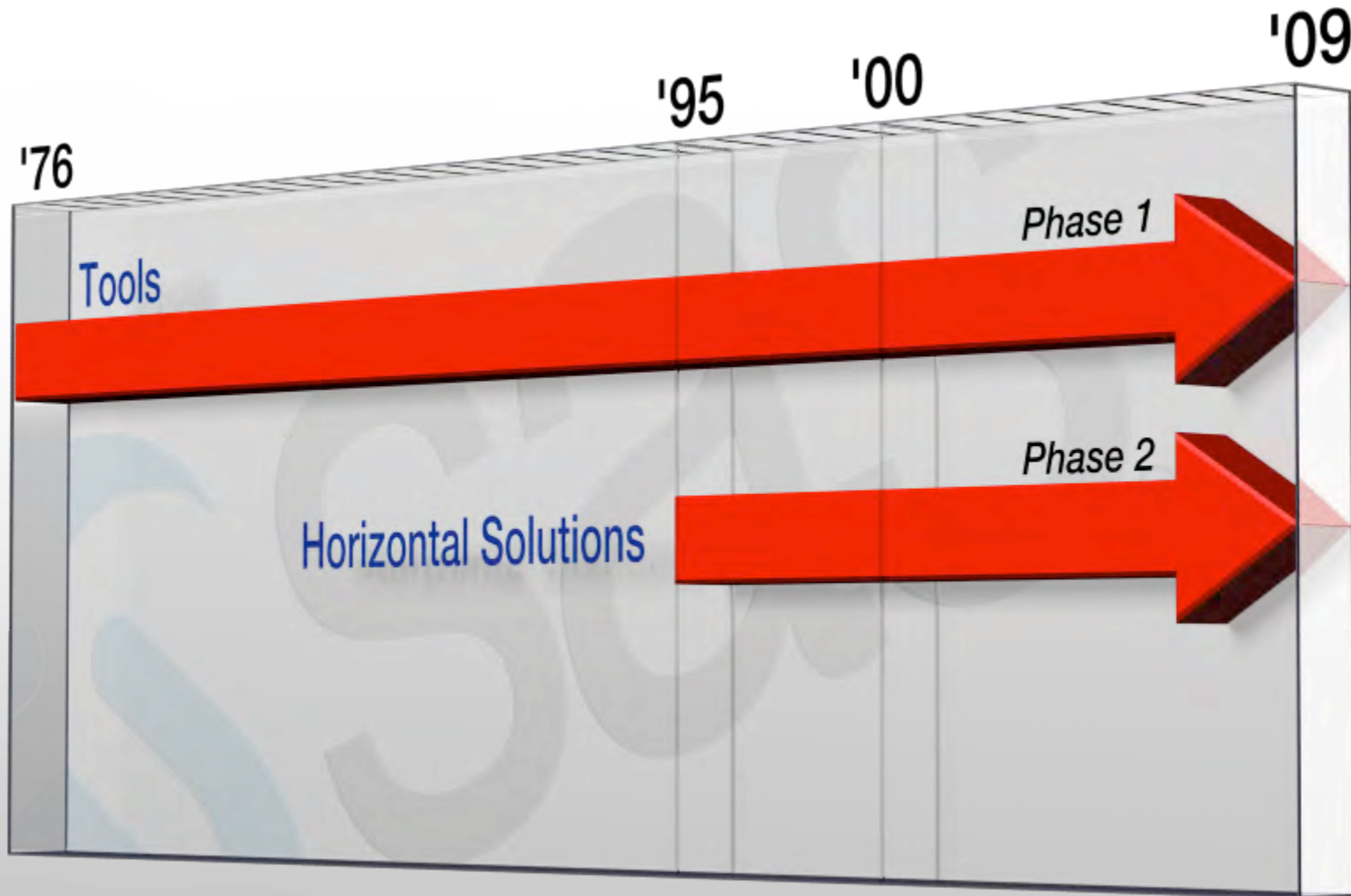Communications 8%
Financial Services 42%

Evolving to Meet Customer Demand

'76 '95 '00 '09

Evolving to Meet Customer Demand

Evolving to Meet Customer Demand

Evolving to Meet Customer Demand
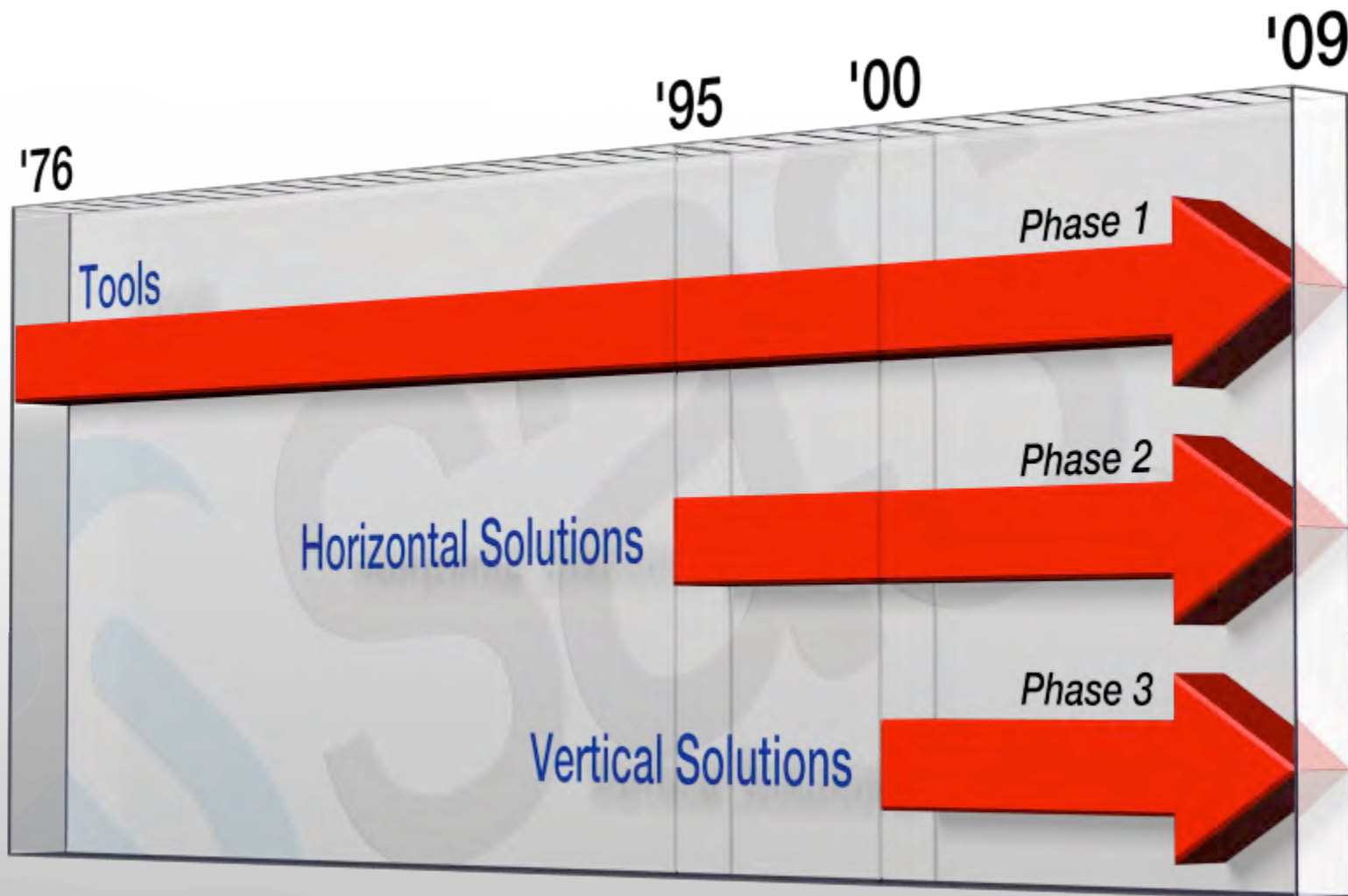
"Every organization needs one core competence -- innovation."

-Peter Drucker

Information Revolution

161

281

1800

264

8090

Information Revolution

161 EB captured and replicated in 2006

161

281

1800

264

8090

IDC
Analyse the Future

Information Revolution

161 EB captured and replicated in 2006

281 EB captured and replicated in 2007

IDC
Analyse the Future

Information Revolution

161 EB captured and replicated in 2006

281 EB captured and replicated in 2007

264 EB of available storage in 2007

IDC
Analyse the Future

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
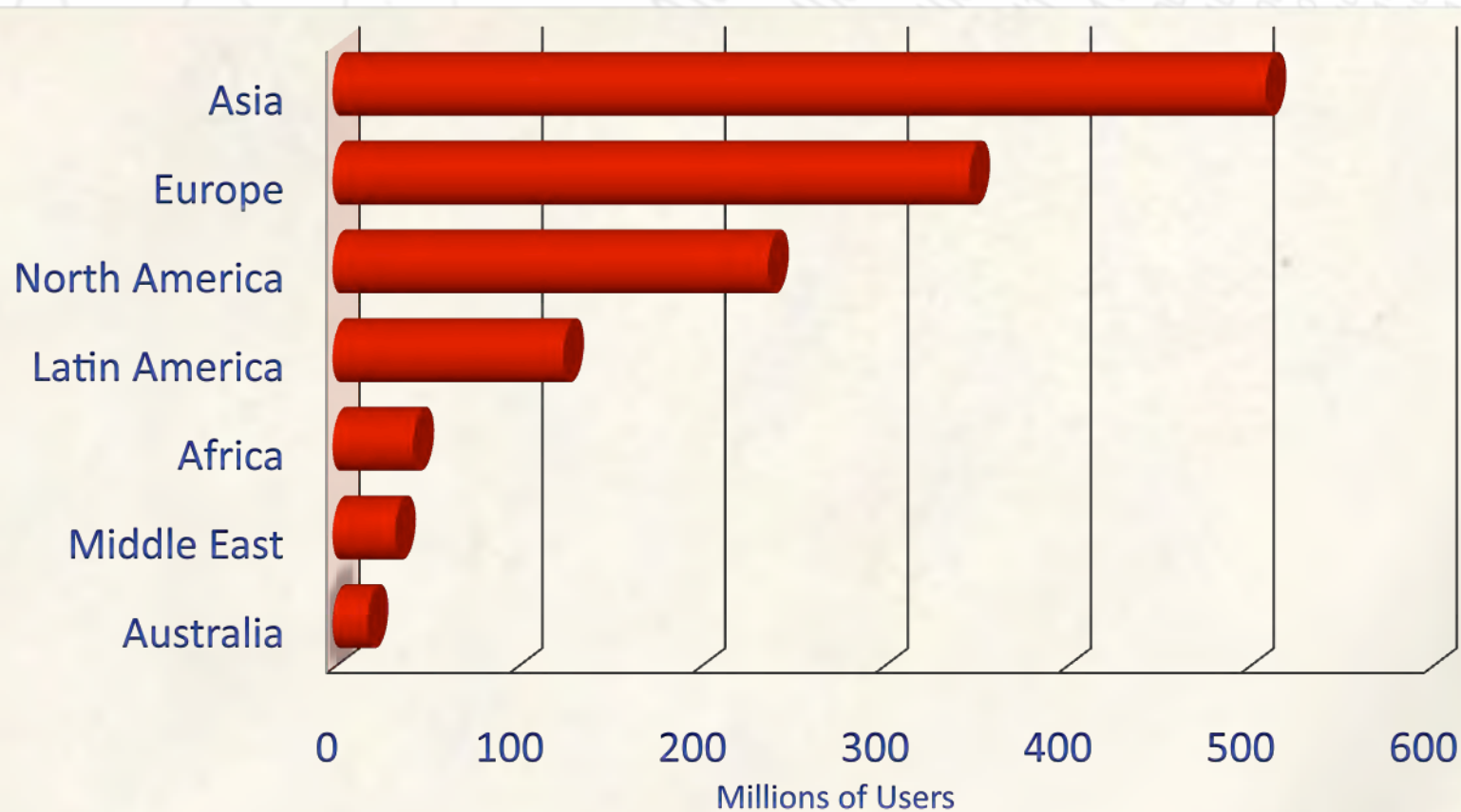
281 EB captured and replicated in 2007

264 EB of available storage in 2007

1800 EB captured and replicated in 2011

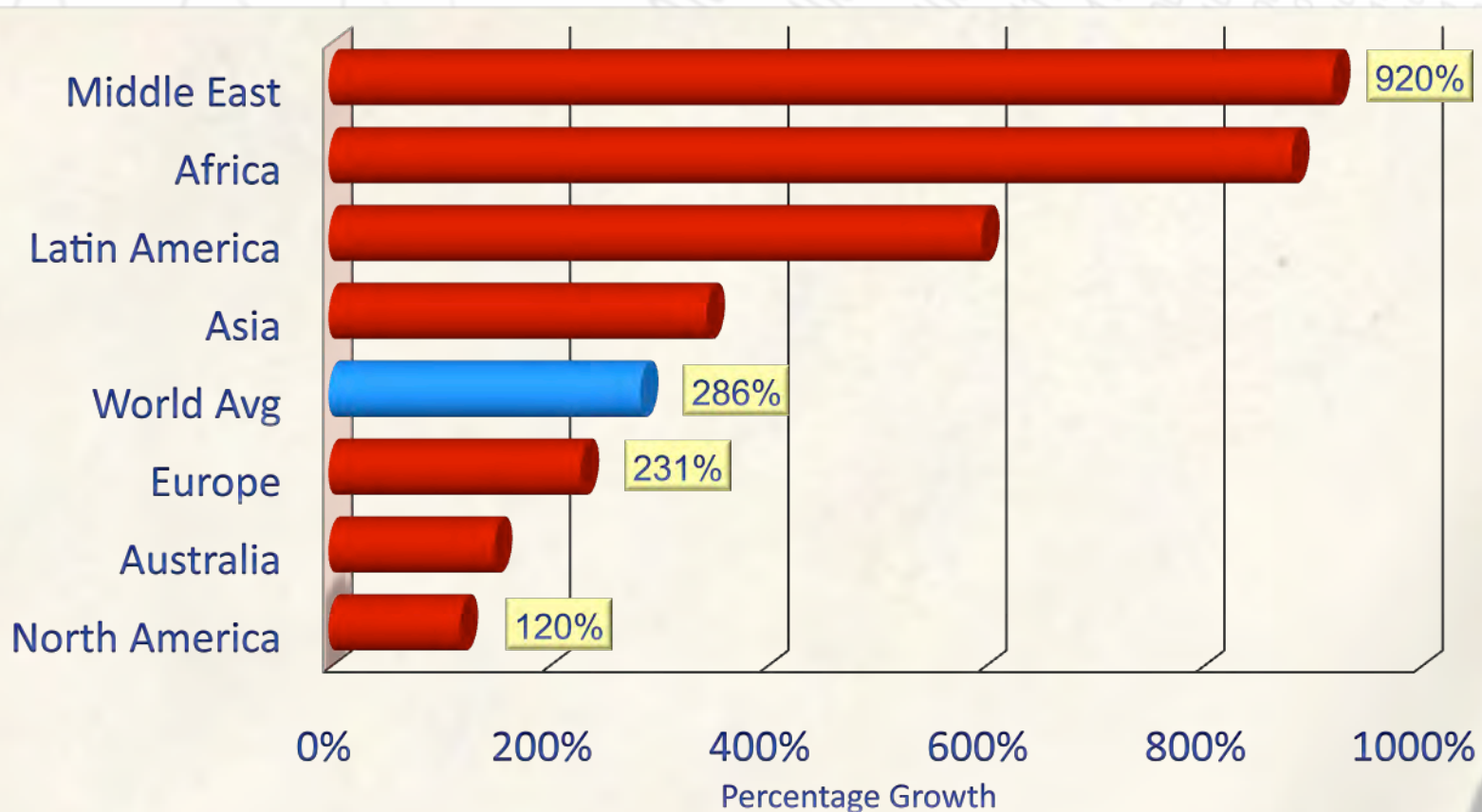**8090** MB per day for my personal digital footprint

IDC
Analyse the Future

Internet Usage around the Globe
User Distribution

Internet Usage around the Globe
Growth: 2000 - 2007

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"
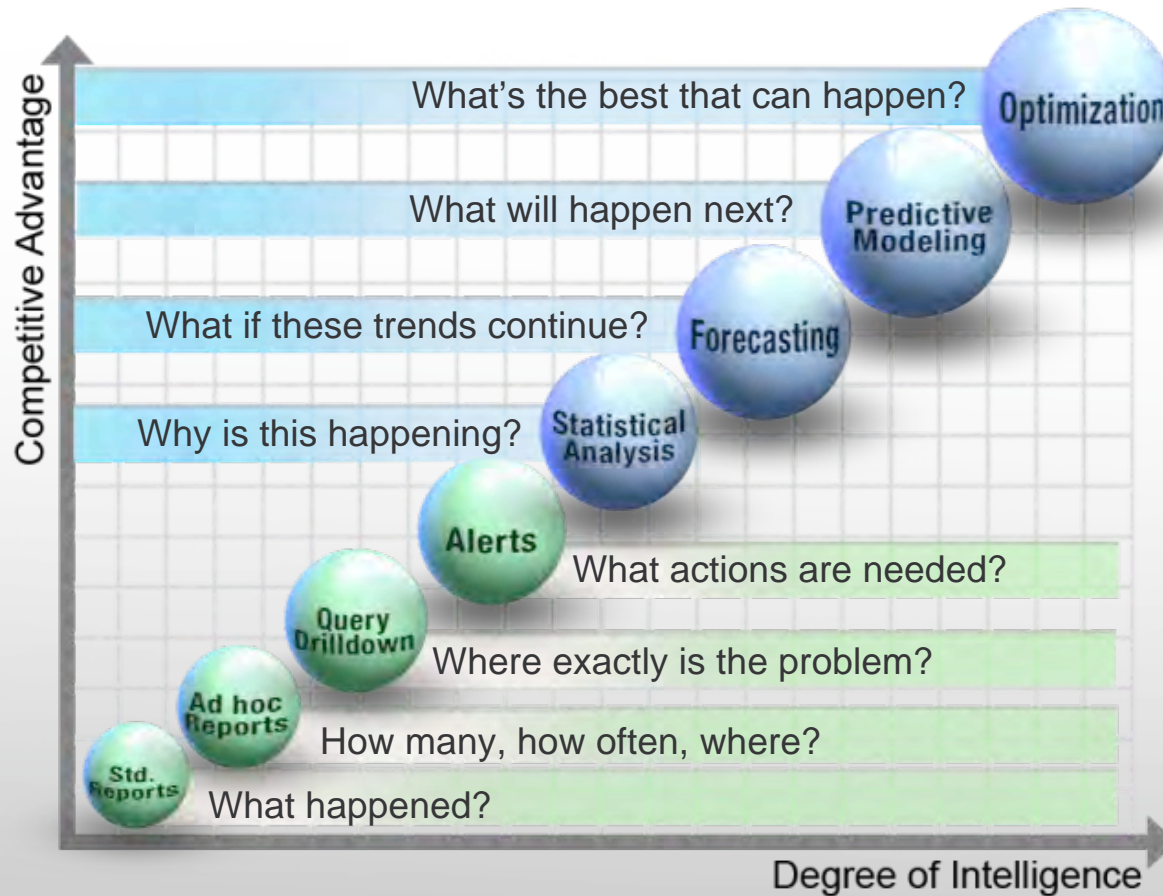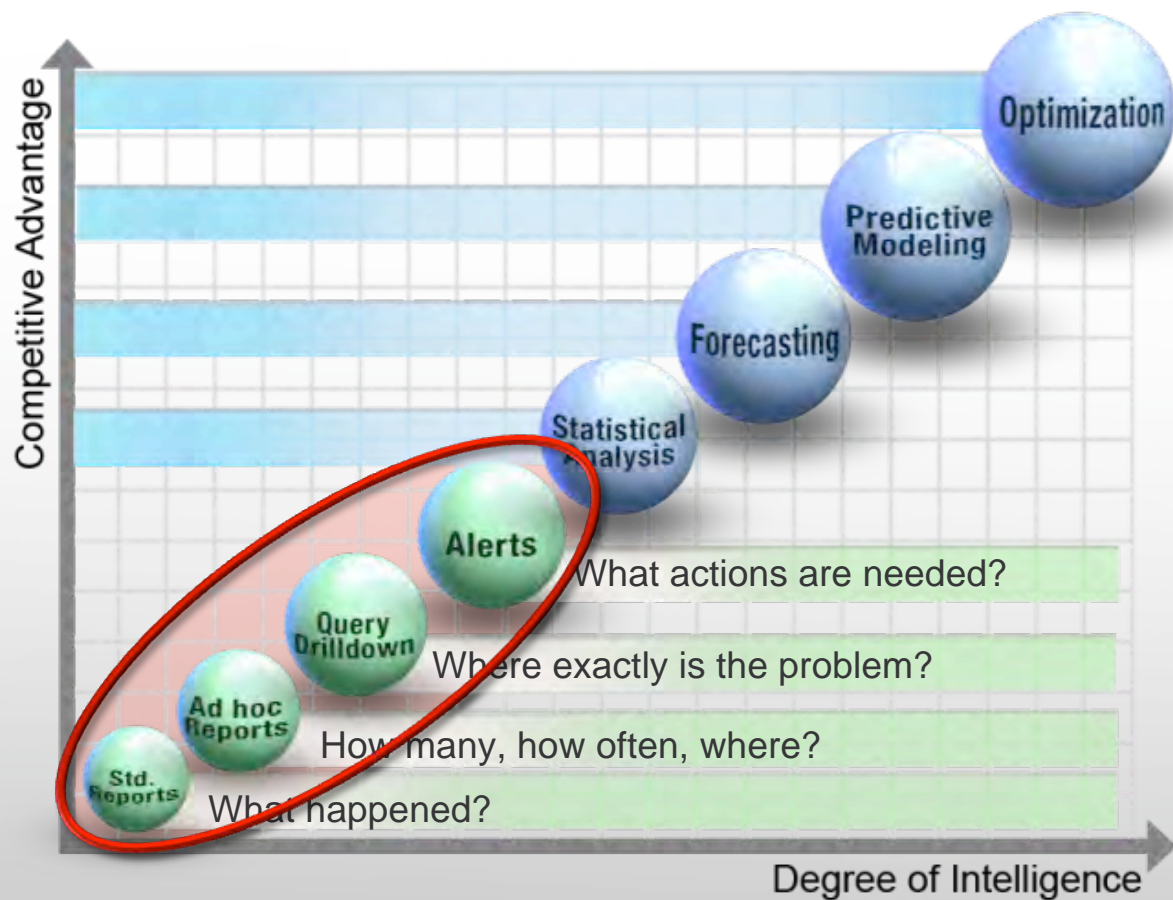
accenture
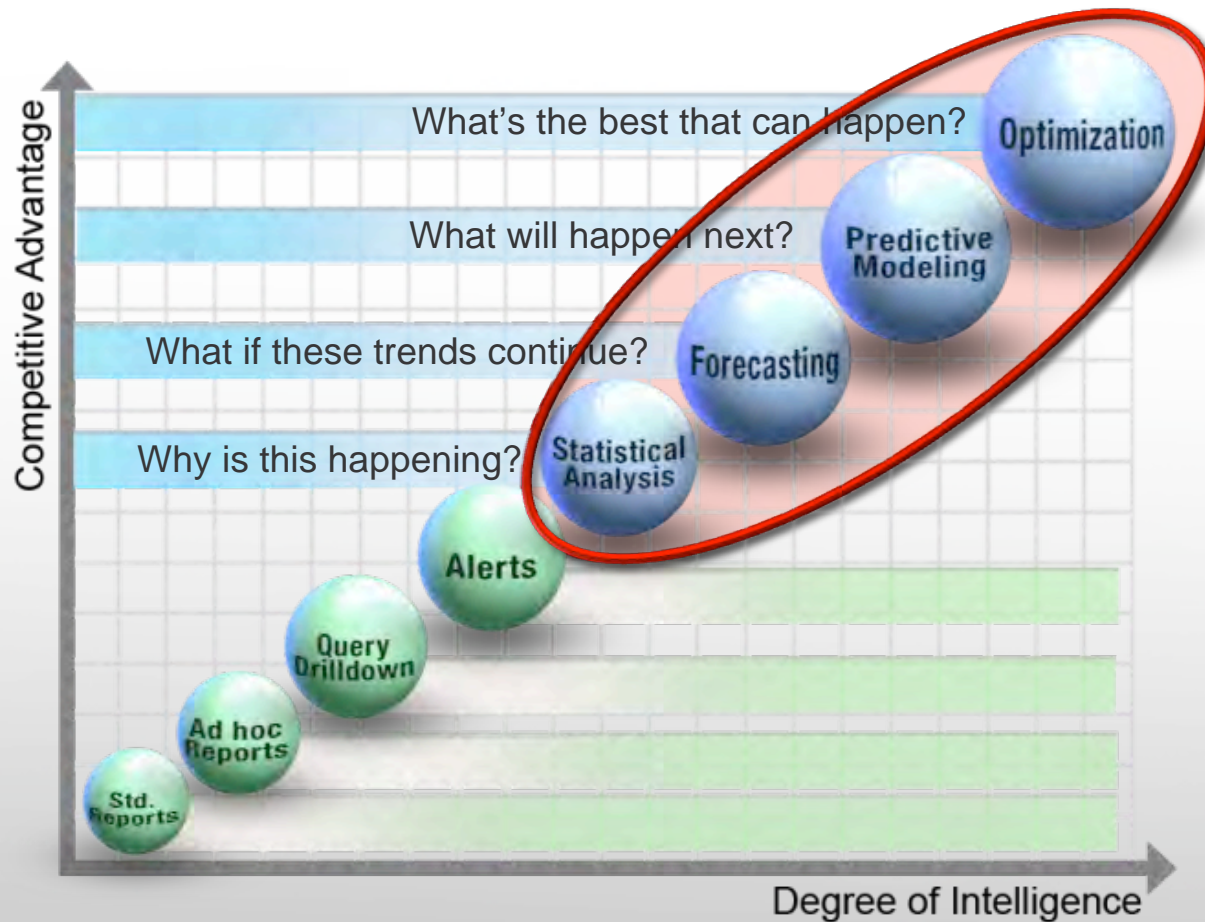
Information Value Chain
CIO priority

Analytics
A Range of Capability

Analytics
Reactive Decision Making

Analytics
Proactive Decision Making

Information Value Chain

Information Value Chain
Valuable asset

A Commitment to Intelligence
Information Evolution Model

Level 5: Innovate

Level 4: Optimize

Level 3: Integrate

Level 2: Consolidate

Level 1: Operate

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
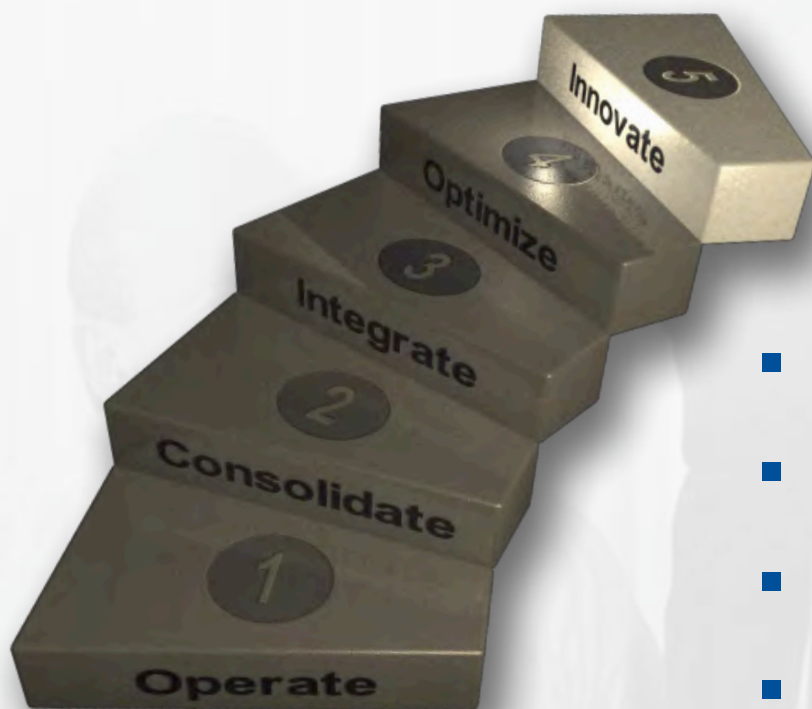
- Focus on the top line

- 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

The Intelligence Imperative
The Challenge

"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
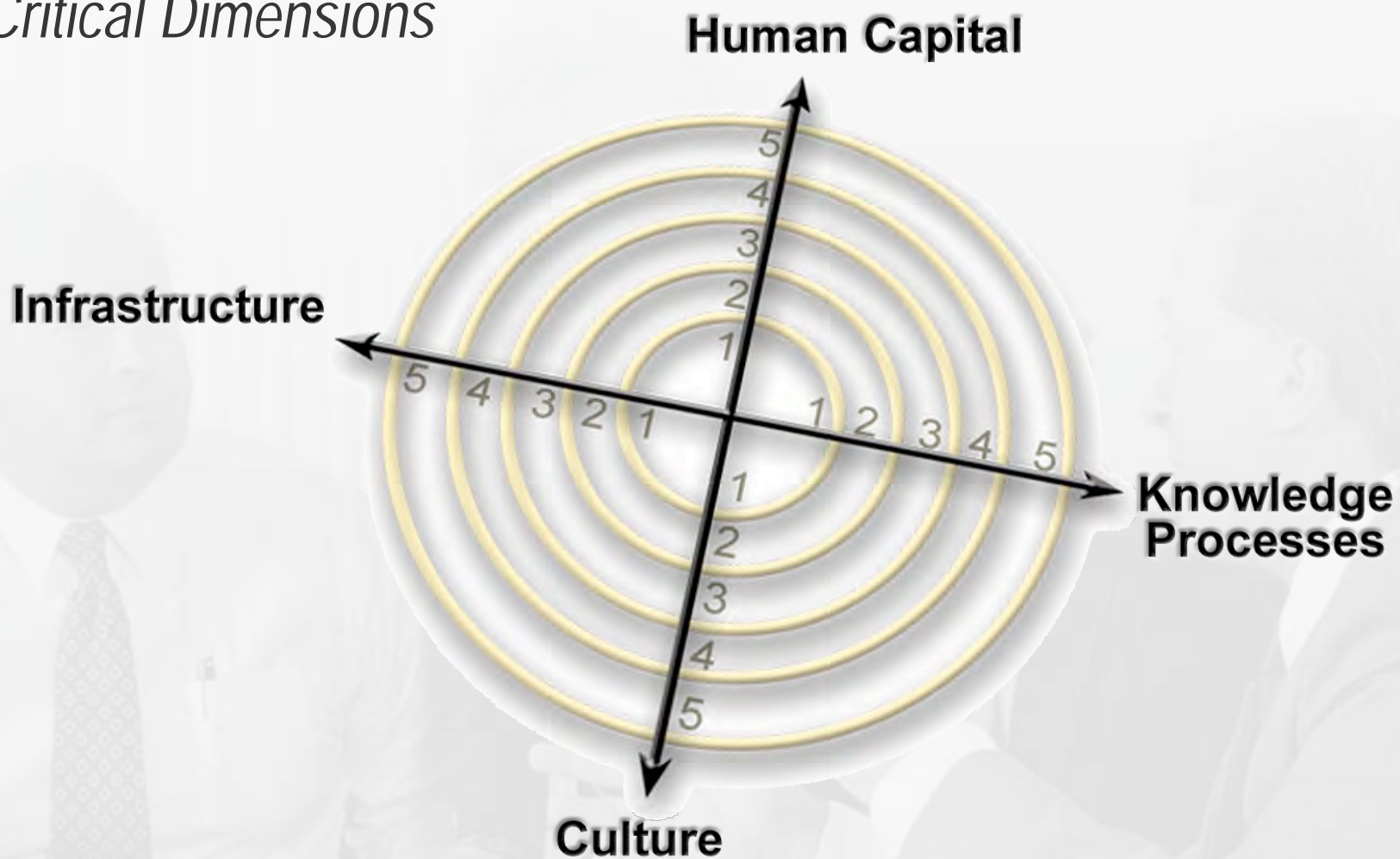
4 Critical Dimensions
Infrastructure

4 Critical Dimensions
Human Capital
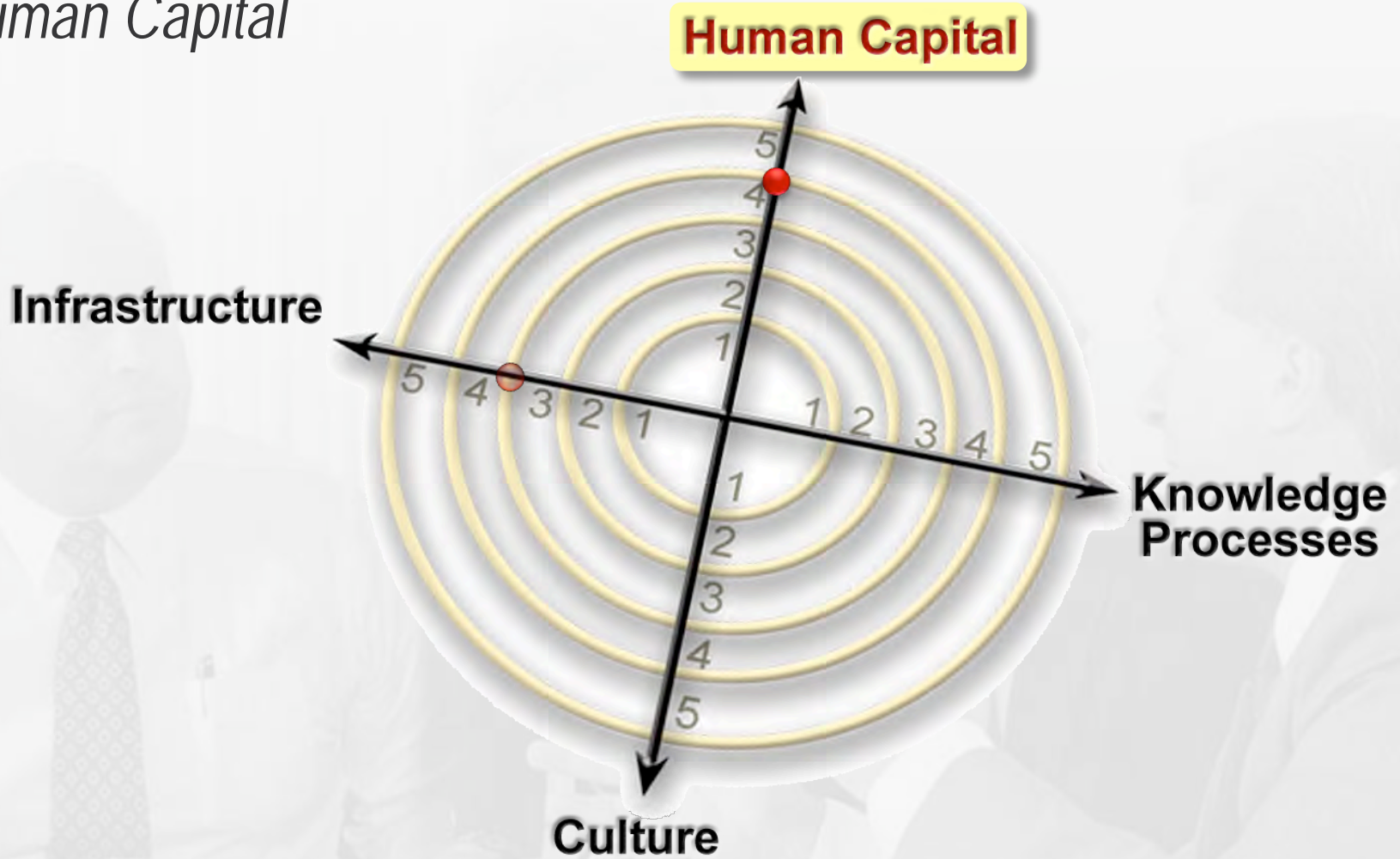
4 Critical Dimensions
Knowledge Processes

Competency Center Benefits
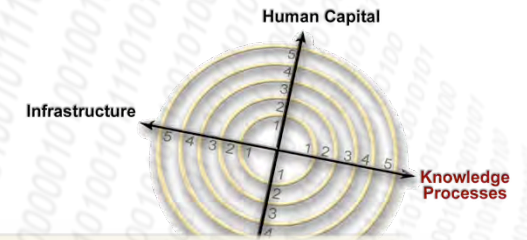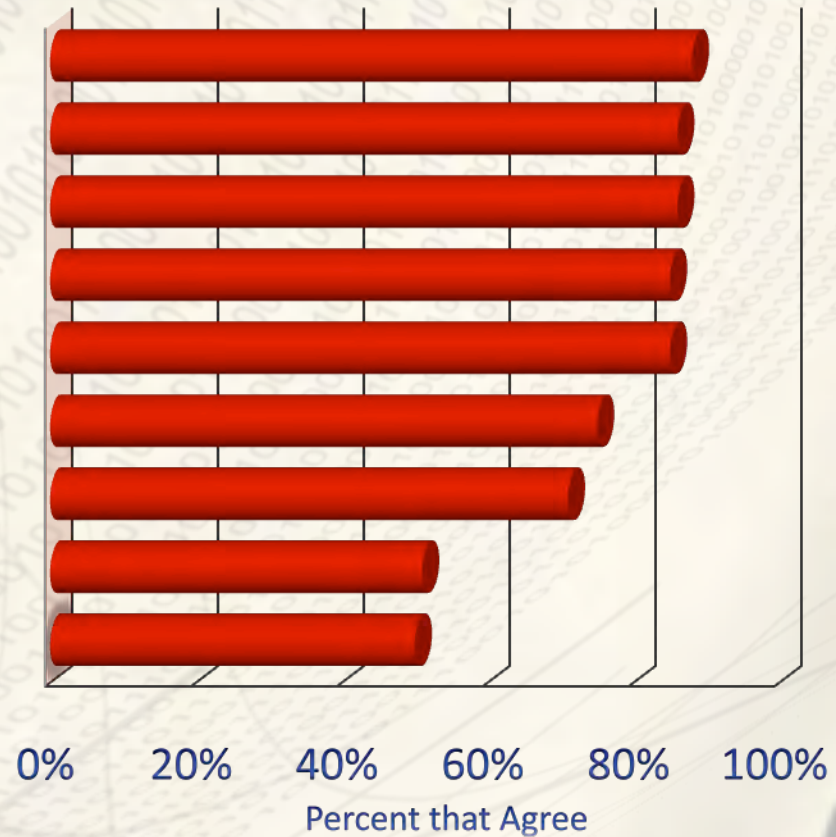
4 Critical Dimensions
Culture
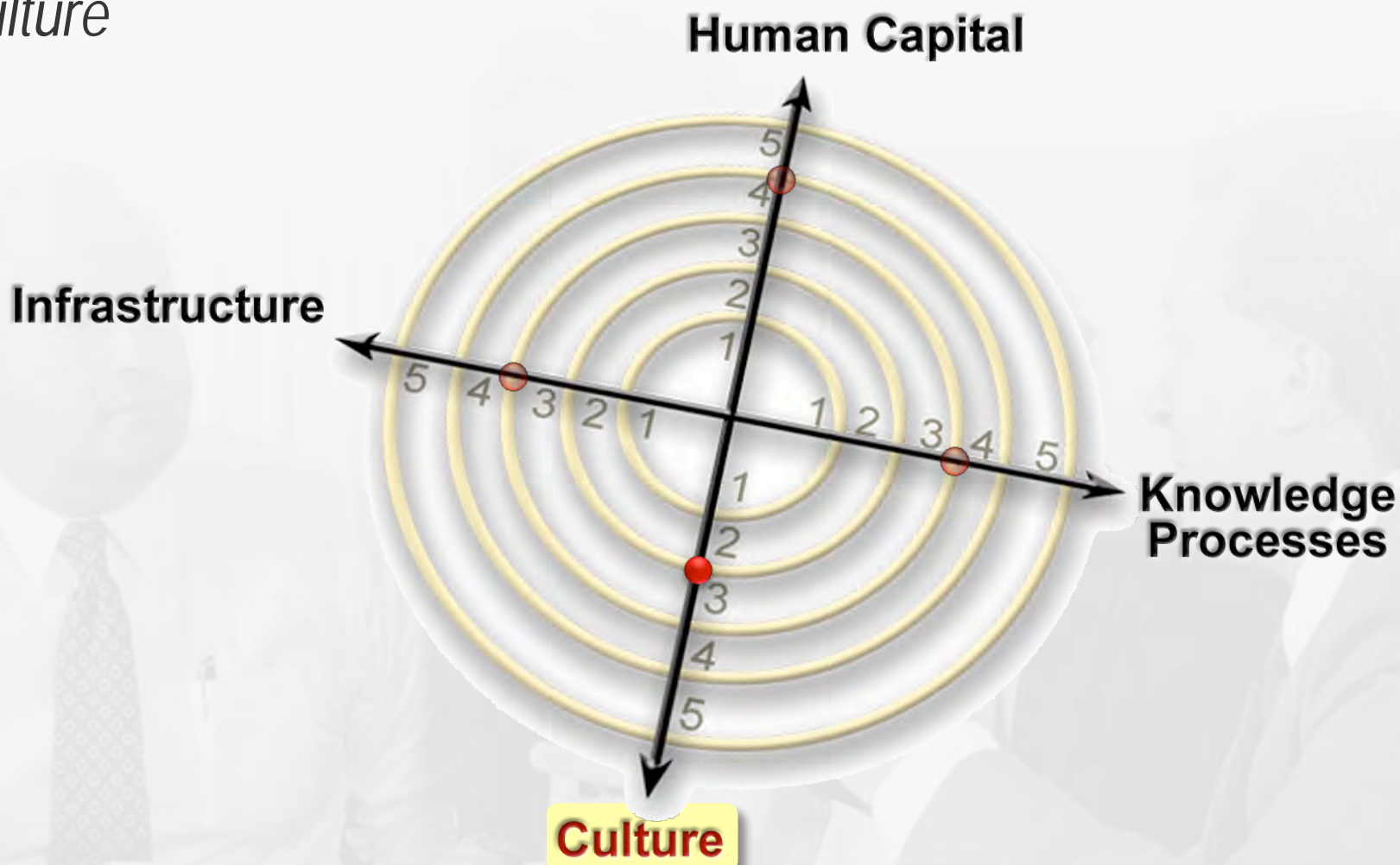
4 Critical Dimensions
Insight into change
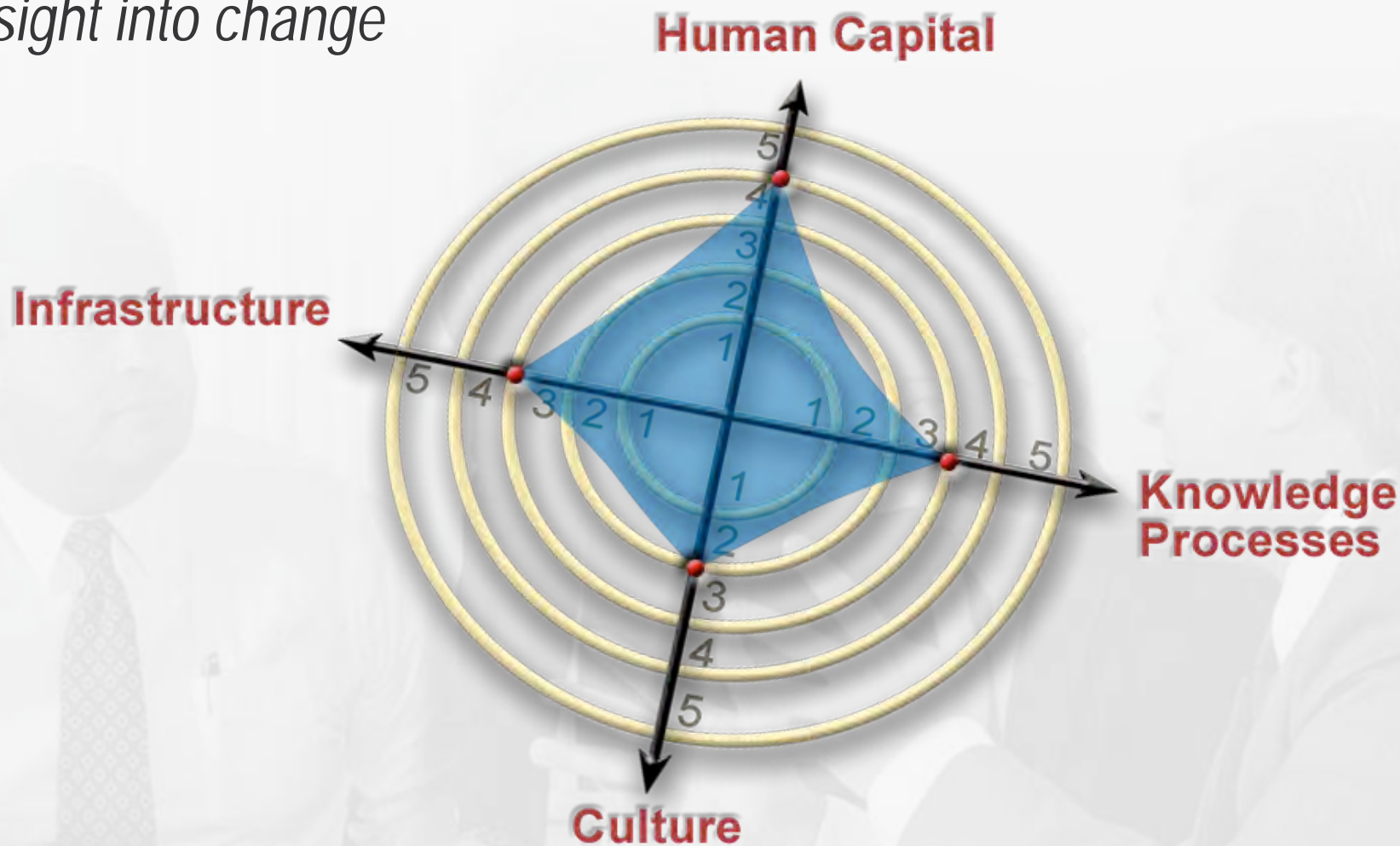
A Commitment to Intelligence
Information Evolution Model
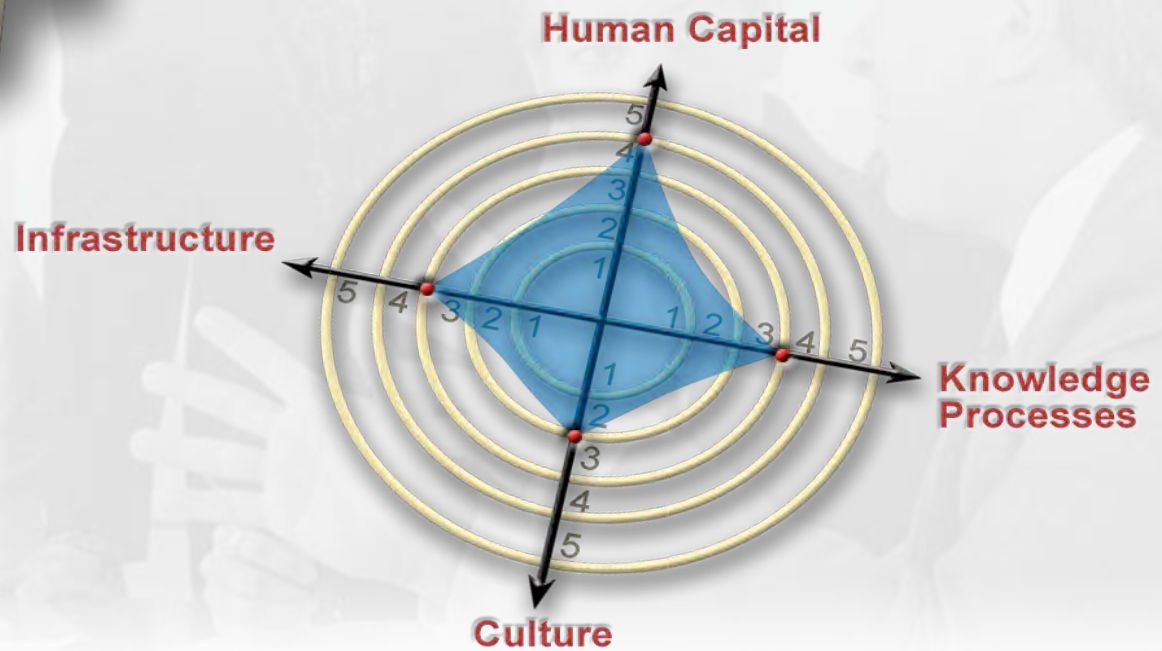
The Information Revolution
What's Next?

"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
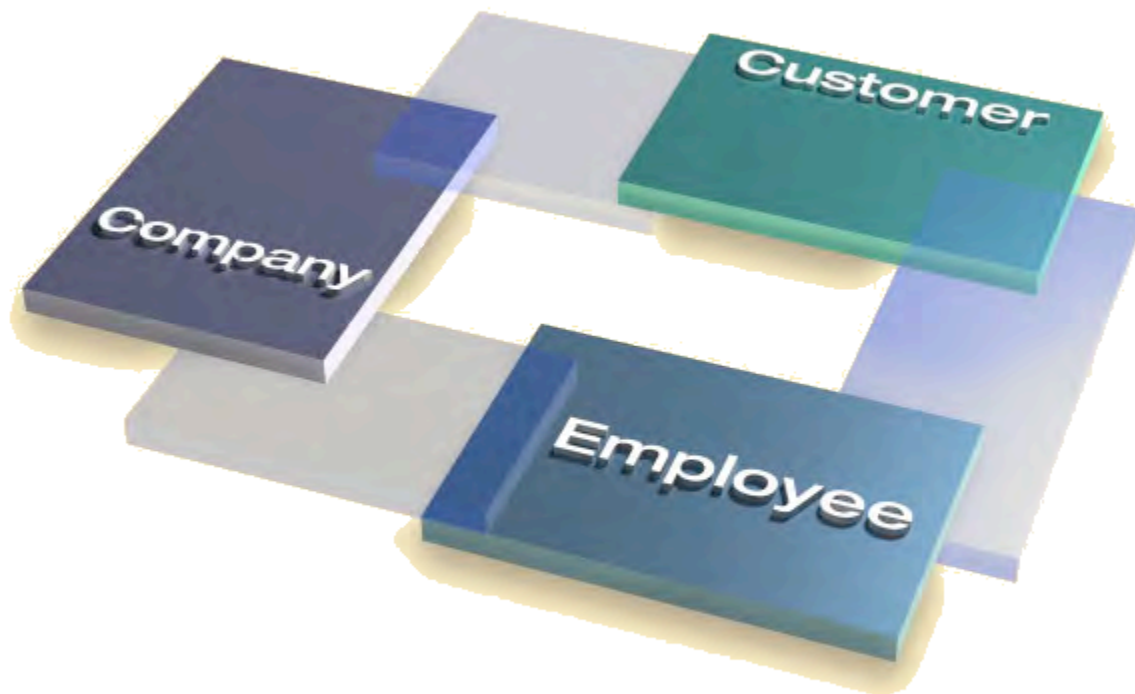
Successful Business Components
Relationships are Key to Success
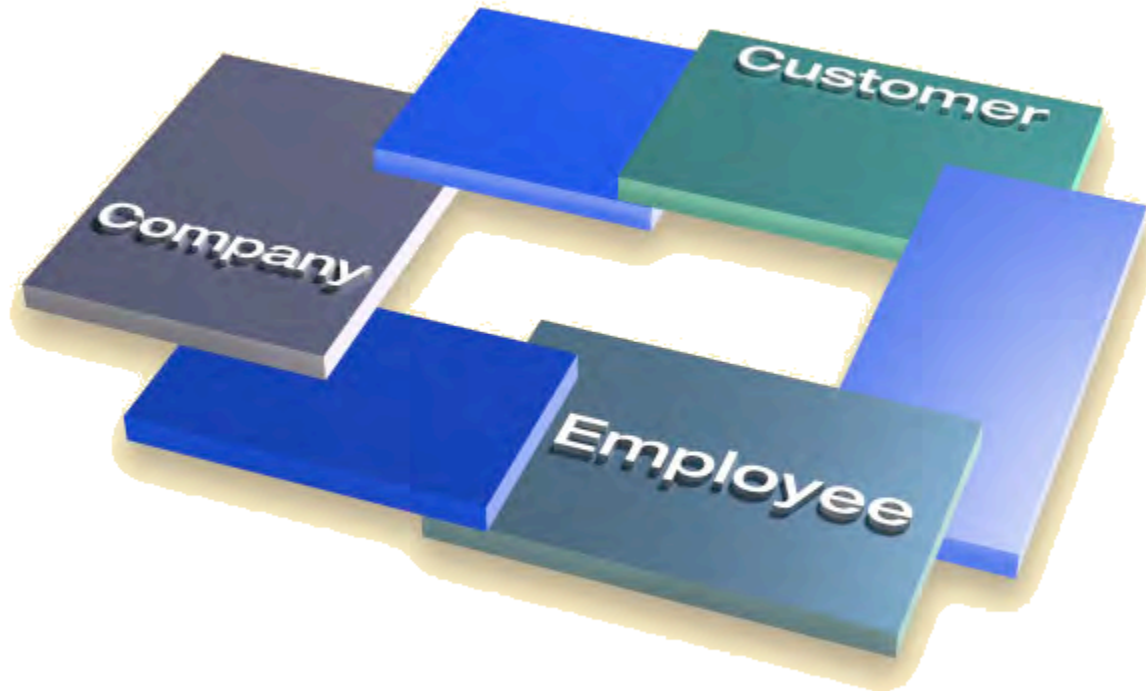
Successful Business Components
Relationships are Key to Success

Company-Customer Relationship
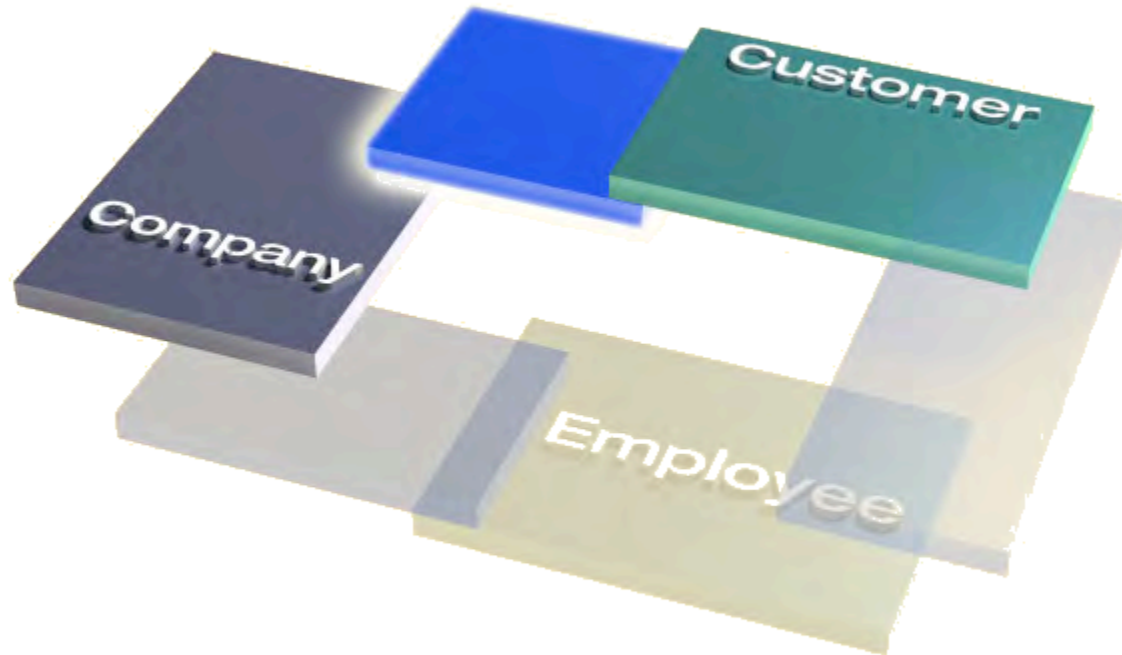
Company-Customer Relationship

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

Company-Customer Relationship

Customer-Employee Relationship
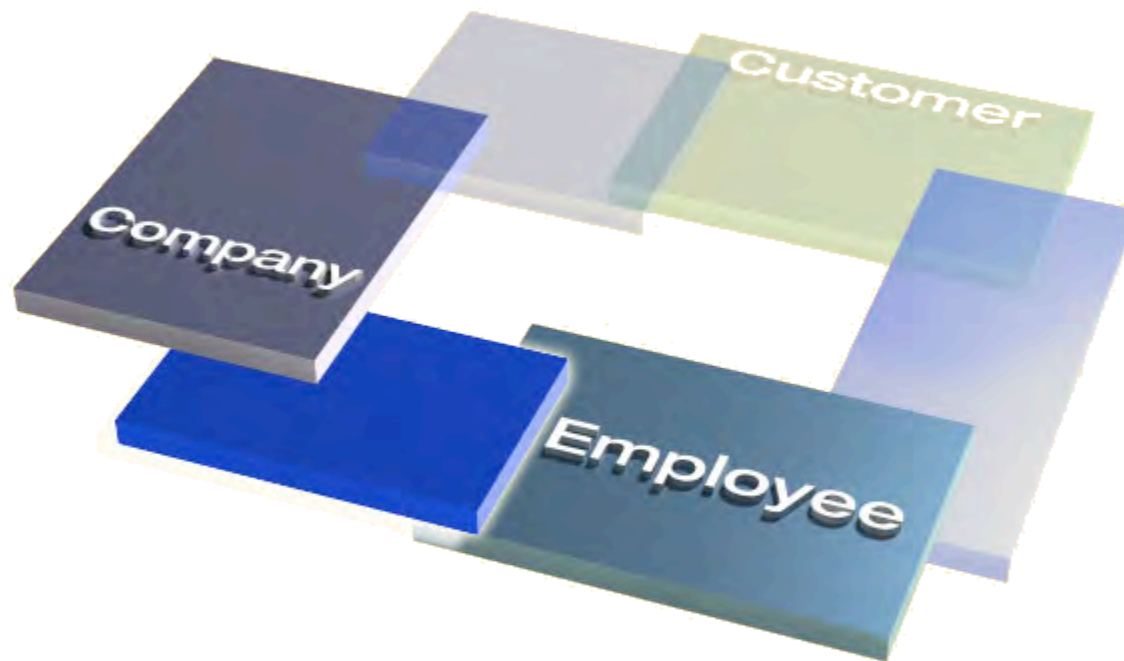
Customer-Employee Relationship
Local Presence

Employee-Company Relationship

Employee-Company Relationship
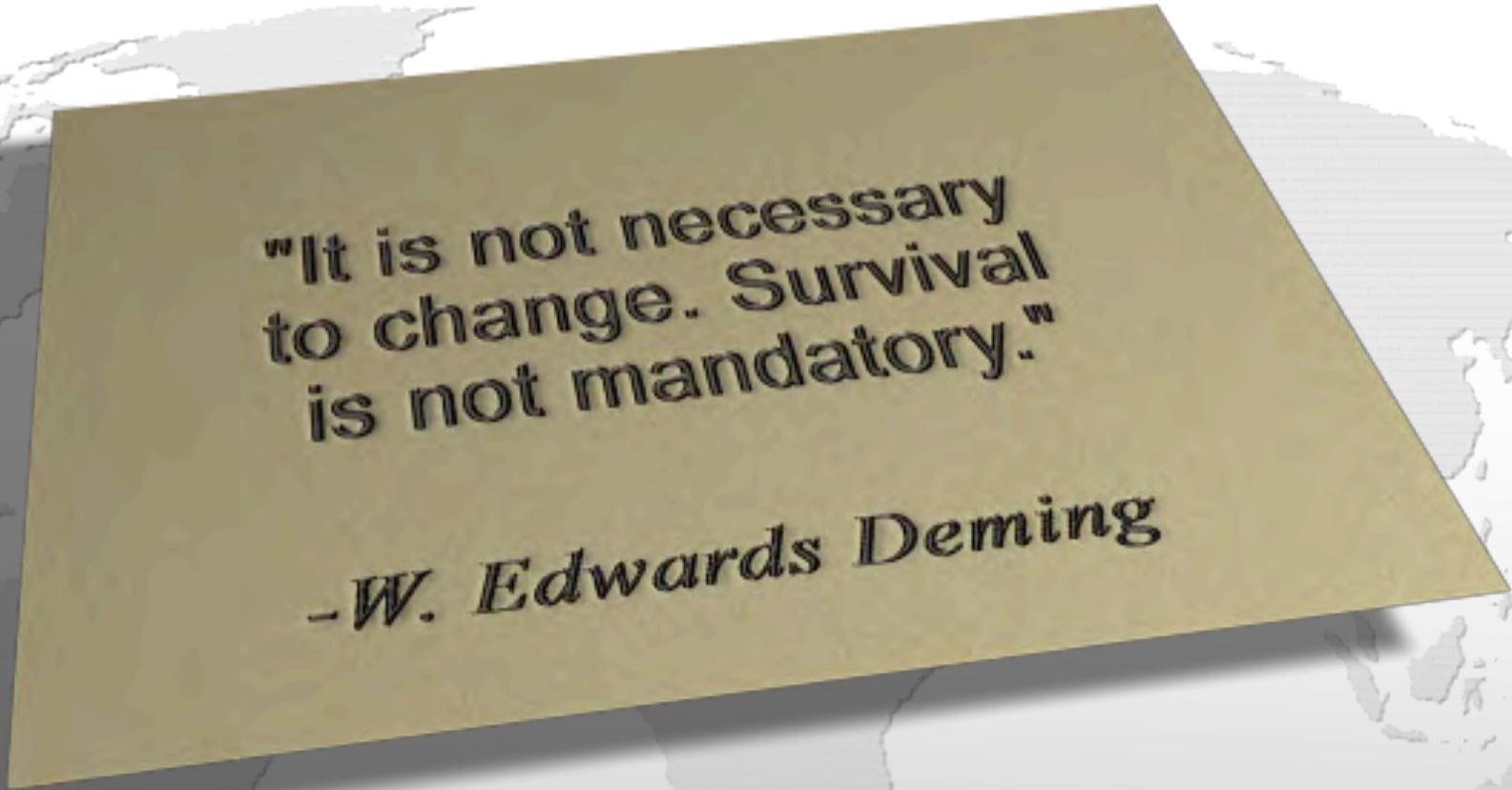## *Create an Exceptional Working Environment*

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

Company confidential - for internal use only