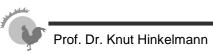
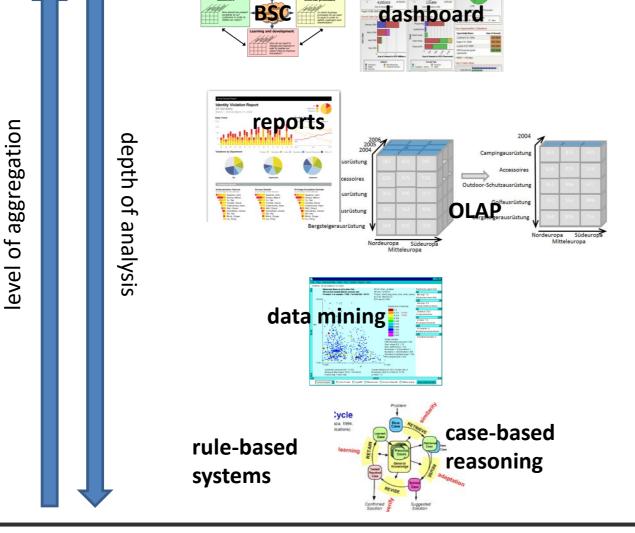


Analysis und Use of Data

Knut Hinkelmann



BI front-ends and the questions they answer



Set goals and measure...

1. definition of KPIs

2. KPI measurement

Understand why...

- 3. group by ...
- 4. filter by ...
- 5. drill-down

Find new patterns

6. predict ...

7. find patterns ...

Make decision

8. apply rules
 9. reuse cases

Prof. Dr. Knut Hinkelmann / © Dr. H. F. Witschel

Analysis: BI tools – front-end

- 1. monitoring:
 - support definition of KPIs and their connection to data
 - offer possibilities to monitor status of indicators
 - offer a possibility for drill-down, e.g. when indicators are off-target, to understand cause for deviation

2. explorative:

- support ad-hoc aggregation of numbers e.g. to make decisions about a particular product, customer, supplier or sales rep
- support queries for particular facts, needed to make decisions in core business processes
- predict (mainly) customer behaviour to optimise sales and marketing strategies, find patterns

BSC tools dashboards, reports

OLAP

OLAP

query tools CBR

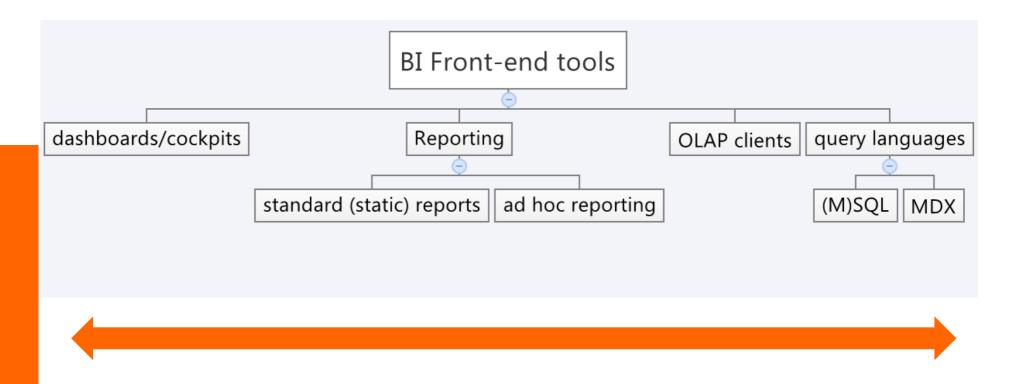
data mining tools

Characteristics of front-end tools

Monitoring vs. exploring = push vs. pull:

- Dashboarding and reporting as part of performance management help monitor, i.e. to measure goal achievement, make aware of problems
 - \rightarrow push principle, "what is happening?"
- Analysis tools such as ad-hoc reports, OLAP and query languages help to answer questions to make decisions (strategic or operative), i.e. to explore the data, e.g. drill-down for analyzing root causes for deviation from KPI targets, find patterns and/or trends in data → pull principle, "why/how is something happening?"

BI front-ends overview



push-principle easy to use/understand static pull-principle complex flexible/interactive/adaptive



Historical evolution of front-ends

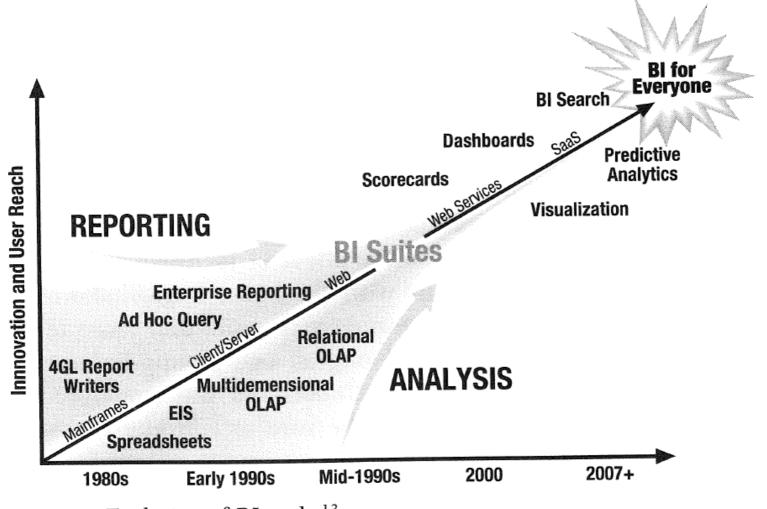


Figure 1-1 Evolution of BI tools.¹³

from: C. Howson. Successful Business Intelligence

 $\mathbf{n}|\boldsymbol{w}$

Requirements for BI tools – front-end

 monitoring : support definition of KPIs and their connection to data offer possibilities to monitor status of indicators 	BSC tools dashboards, reports
 offer a possibility for drill-down, e.g. when indicators are off-target, to understand cause for deviation 	OLAP
explorative:	
 support queries for particular facts, needed to make decisions in core business processes 	OLAP
 support ad-hoc aggregation of numbers e.g. to make decisions about a particular product, customer, supplier or sales rep 	
 making prediction, e.g. to optimise sales and marketing strategies 	data mining tools
	 support definition of KPIs and their connection to data offer possibilities to monitor status of indicators offer a possibility for drill-down, e.g. when indicators are off-target, to understand cause for deviation explorative: support queries for particular facts, needed to make decisions in core business processes support ad-hoc aggregation of numbers e.g. to make decisions about a particular product, customer, supplier or sales rep making prediction, e.g. to optimise sales and marketing

Blurring distinctions

- when doing OLAP analyses, users want to create reports from what they discover (e.g. to share with others)
- when looking at reports, users want to drill-down immediately to understand
- \rightarrow modern tools cover both functionality at the same time

Definitions: Dashboards and Reports

A dashboard is a visual display of the most important information needed to achieve one or more objectives; consolidated and arranged on a single screen so the information can be monitored at a glance.² from: C. Howson. Successful Business Intelligence

 Dashboards usually contain actual vs. targeted values of KPIs and thus...

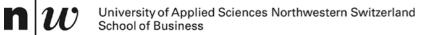
- ... are often closely related to strategic goals defined e.g. in a Balanced Scorecard
- ... are used by management to visualise goal achievement
- ... contain highly aggregated data
- A report is a summary of business data, typically in the form of tables and/or diagrams

Distinctions

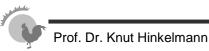
- Dashboards vs. reports: differ regarding the level of detail/aggregation
 - Dashboards are highly aggregated, represent mostly single KPIs
 - Reports are more detailed, smaller level of aggregation

Fixed vs. ad hoc reports

- ad hoc reports are created for answering a specific question at a certain time (i.e. reporting tools are sometimes used to formulate ad hoc queries)
- fixed reports are useful for questions that need to be answered often and regularly; they remind business users that the questions are relevant!



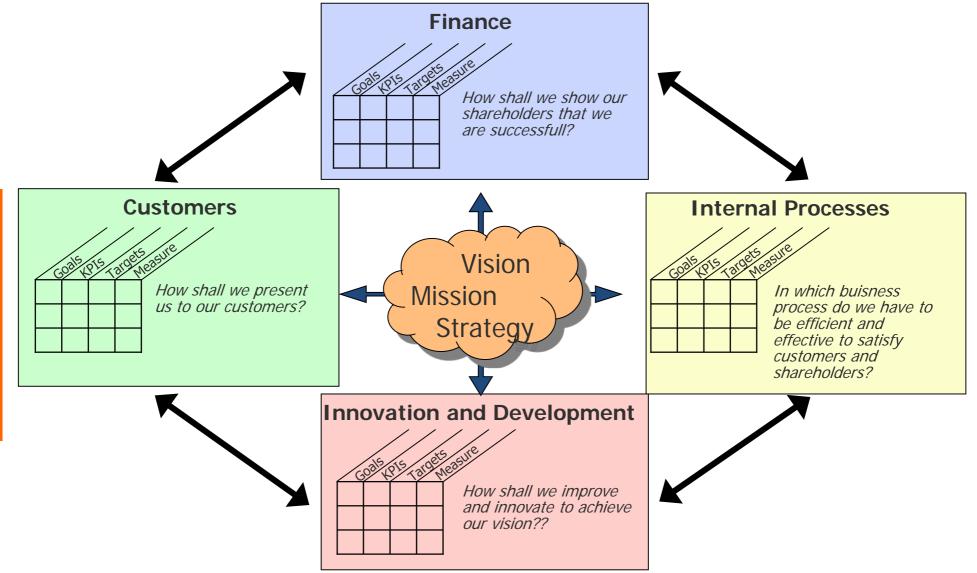
DEFINITION OF KPIS



Definition of KPIs starts with the Goals

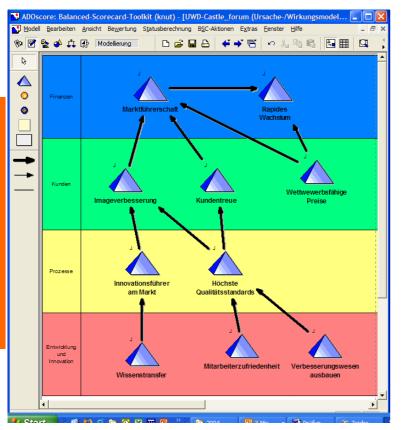
- KPIs (Key Performance Indicators) help to measure the achievement of goals.
- This means, KPIs only make sense, of the goals are known
- Steps for KPI definition:
 - 1. Define goals
 - 2. Determine KPIs for the goals
 - 3. Determin target values for the KPIs
 - 4. Measure the KPIs periodically
 - 5. Show KPIs and their values in a dashboard or report

Example: Balanced Scorecard



1. Defining Goals

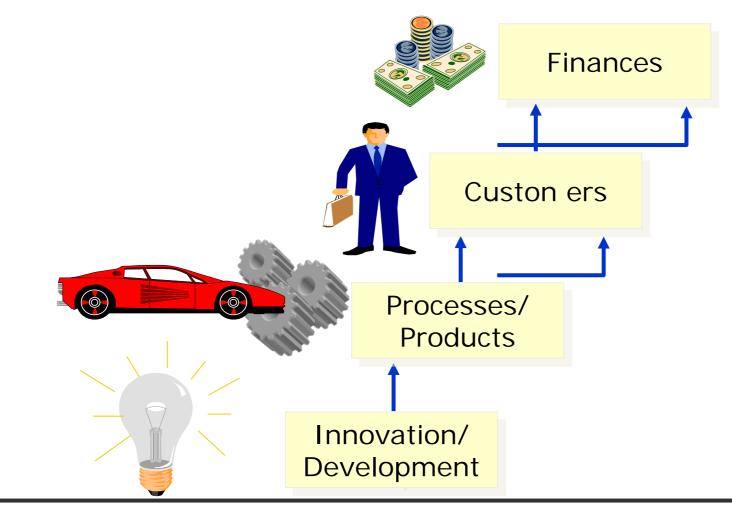
Example: ADOscore 1)



- Determine goals based on strategy and success factors
- Assign goals to perpectives
- Cause-effect relationship can help to determine means of a goal is not achieved:
 - Which other goals have an influence on goal X?

¹⁾ ADOscore is a tool from BOC to graphically support the development of scorecards

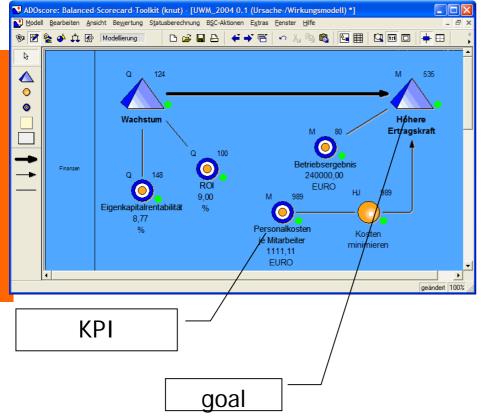
Principle: Cause-Effects are directed towards Success of the Enterprise



2. Determine KPIs



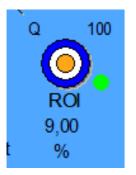
Example: ADOscore



- For each goal appropriate indicators are determined
- KPIs are indicators to measure, whether a goal is achieved
- Specify indicators such that
 - ... the achievement of the goal can be recognized from the indicator
 - ... the behaviour of involved peoples in directed toward the goal achievement



3. Specify Target Values for KPIs



- Specify target values for the indicators
 - Types of targets:
 - minimal value (if a high value is expected)
 - e.g. ROI, revenue, number of customer
 - maximal value (if low value is benefical)
 - e.g. costs, time
 - interval (if value should be in a specific range)
 - e.g. number of employees



The company WoodToy Inc. designs and produces funny wooden toys for children and adults. An important goal in their strategy is to increase innovation, i.e. to have more innovative products. Recently, they have introduced an idea management system where employees from the R/D department can place ideas for new innovative products. The following two KPIs have been proposed for measuring the achievement of their strategic goal "*increase innovation*":

- KPI 1: Number of ideas in the idea management system
- KPI 2: Percentage of sales revenue attributable to new products that came out of the idea management system

Which KPI do you consider more suitable in order to measure achievement of the strategic goal?







The company YourERP sells licences for ERP software that they develop. In all licences, technical support is included at no additional cost. YourERP has learned that the satisfaction of their customers with their products depends to a large degree on how fast support issues are solved. They have created a Balanced Scorecard and included the goal "*solve support issues faster*". The YourERP management has discussed about indicators that would measure achievement of that goal and has come up with the following two alternatives:

- KPI 1: average time (number of days) to first response
- KPI 2: average time (number of days) to final ticket resolution
- KPI 3: first contact resolution (= number of tickets resolved with the first response)

Which KPI do you consider more suitable in order to measure achievement of the strategic goal?





A telecommunications company sells many contracts to new and existing customers through telesales campaigns. The goal is to *maximise the profit that results from the campaigns* by optimising the allocation of leads to campaigns. The company has the ability to create predictive models of customer behaviour. Two indicators have been discussed for measuring the achievement of the goal:

- KPI 1: revenue from all contracts sold through campaigns
- KPI 2: the net present value (over the next 5 years) of all contracts sold through campaigns

Which behaviour will each of these KPIs trigger? Which one is better suited for measuring achievement of the goal?





A public administration serves citizens with various services. The underlying business processes are complex and knowledgeintensive, i.e. many exceptional situations can arise. In order to be able to measure more accurately the time needed for case completion, the management has introduced a workflow management system through which all cases should be handled. They are planning to measure the following KPI

• KPI: number of cases completed within a month

Do you foresee any problems with this KPI? Which? What do you propose to avoid them?











In Switzerland, physicians' activities are billed using so-called «tax points» that are proportional to the (assumed) difficulty of the activity and that are defined by the law for each activity. However, in some areas – e.g. psychosomatic medicine – tax points are systematically lower for almost all activities. A hospital wishes to assess the achievement of the strategic goal «increase efficiency of physicians» via the KPI

• KPI: number of hours per tax point.

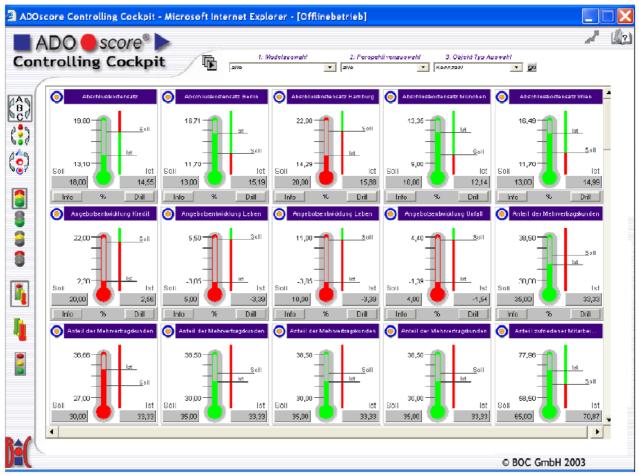


Do you foresee any problems with this KPI? Which? What do you propose to avoid them?

4. Dashboard: Show Goal Achievement

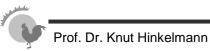
Comparing values of KPIs with their target values

Example: ADOscore





DASHBOARDS



Dashboards – purpose

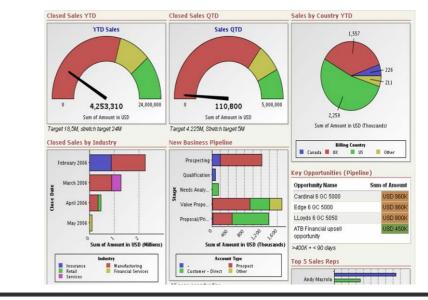
Monitor performance of an organisation

When you want to know how your car is doing, the dashboard tells you, at a glance, whether your car is healthy and progressing at the right speed toward your destination.

A well-designed business dashboard helps you understand how healthy your organization is, and whether it's progressing at a fast enough pace toward its destination.

cited from «Dashboards at Eden, Inc.» case

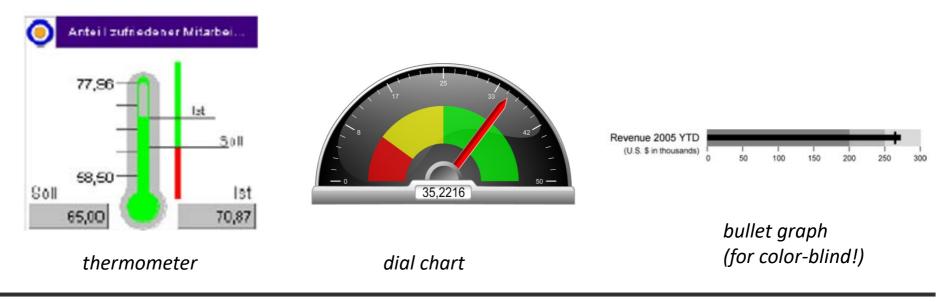




Common dashboard elements (1)

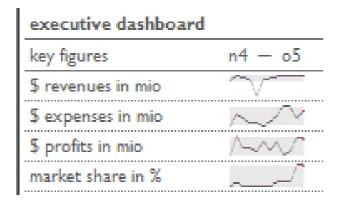
KPI visualisation: (usually) needs to highlight

- the target value
- the actual value
- the ranges of «red (poor), yellow (satisfactory), green (good)», if defined



Common dashboard elements (2)

- Date dimension: visualisation of values over time
 - usually displays time-line horizontally and values of a KPI vertically



spark lines no coordinates for general trend only



line charts with coordinates, details use different lines for different categories

Common dashboard elements (3)

Place dimension: visualisation of values by region

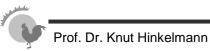


regional heat map encodes sales values with colors on a map



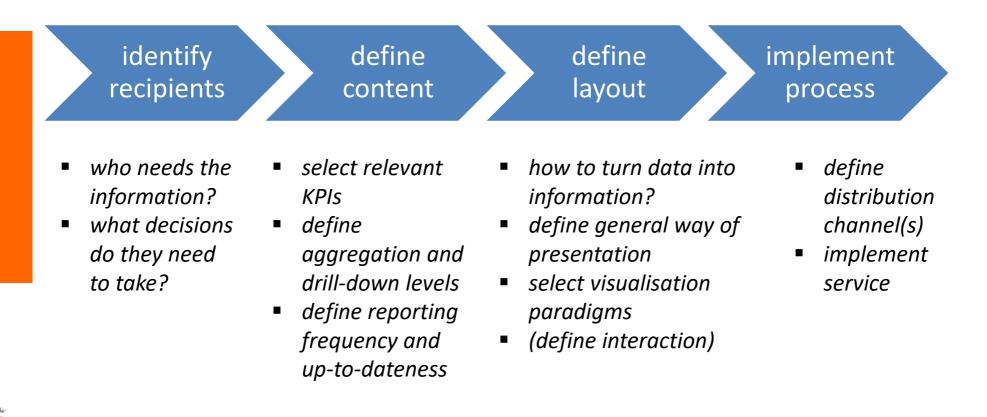


REPORTING



Reporting

Reporting = gathering, presenting and formatting certain data in a meaningful way.



Reporting – kinds and purpose

- fixed reports: help in monitoring important key figures and relationships on a regular basis
- ad hoc reports: help in making strategic and operative decisions by answering questions
- production reports: reports drawn from operational (transactional) systems or operational data stores (e.g. a list of open orders), used for operative decision-making only

n

V

Ad hoc vs. fixed reports

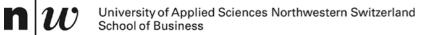
Fixed Report	Purpose	Related Ad Hoc Query
Inventory by Product	To determine if an order can be fulfilled today by the primary warehouse	If I'm short at my main warehouse, can I supply the product from elsewhere?
Top 10 Customers By Quarter and Product	To understand which customers generate the most revenue	Who fell off this quarter's list? Are there certain products we can cross-sell?
Raw Material Receipts and Delivery Times	To determine how long it takes to acquire raw materials and which supplier can fulfill purchase orders fastest	Are there other suppliers who can respond faster?
Patients Per Hour	To understand busy periods and wait times	Do staffing levels correspond to busy times?

Table 3-1 Sample Fixed and Ad Hoc Reports

taken from C. Howson. Successful Business Intelligence

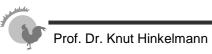
Report components

- A report consists of two parts:
 - 1. content: the data to be displayed
 - 2. layout: the way the data is presented and arranged
 - Workflow for creating a report (template)
 - 1. define a **query** that specifies the report content, i.e. fetches the data to be displayed
 - 2. apply (aggregation) **functions** to the data, including creation of charts and figures
 - 3. position report elements on page
 - 4. «run» report to fill with data



ONLINE ANALYTIC PROCESSING - OLAP

Knut Hinkelmann



Objectives of Data Modeling

operative databases

- Transaction processing
- Progress friendliness
- Storage efficiency

Data Warehouses

- user friendliness
- query efficiency
- close to business

by low granularity by denormalisation by indicators and dimensions

by high granularity

by normalisation

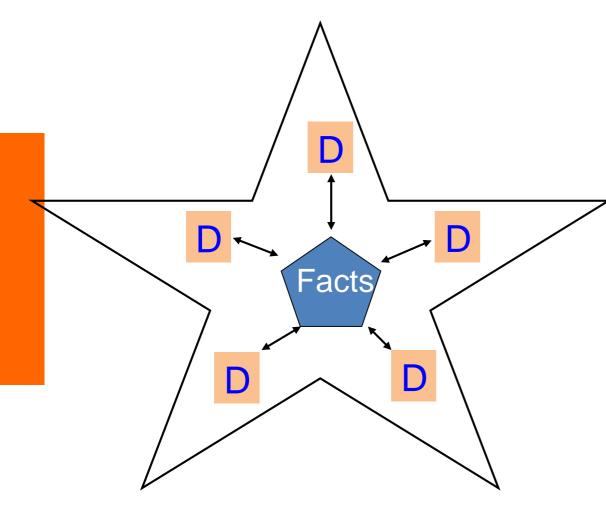
by normalisation



cf. [Lusti. 1999]

Data model of operative databases cannot be reused for data warehouses

Star Schema for Relational Data Warehouses /Marts to support OLAP



database aroung a fact table for easy querying

tables of a relational

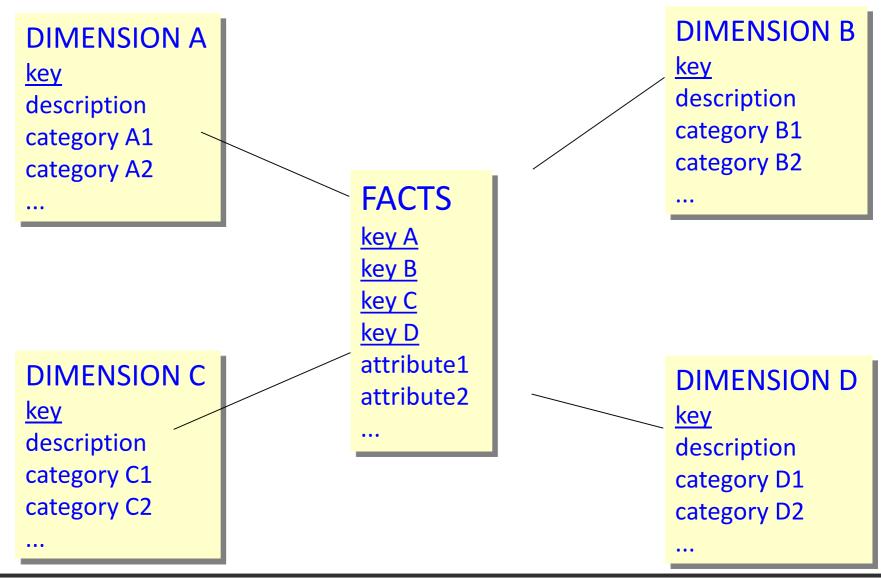
logical database schema,

which places dimension

Star Schema:

Maping of multidimensional data to two-dimensional tables.

Star Schema



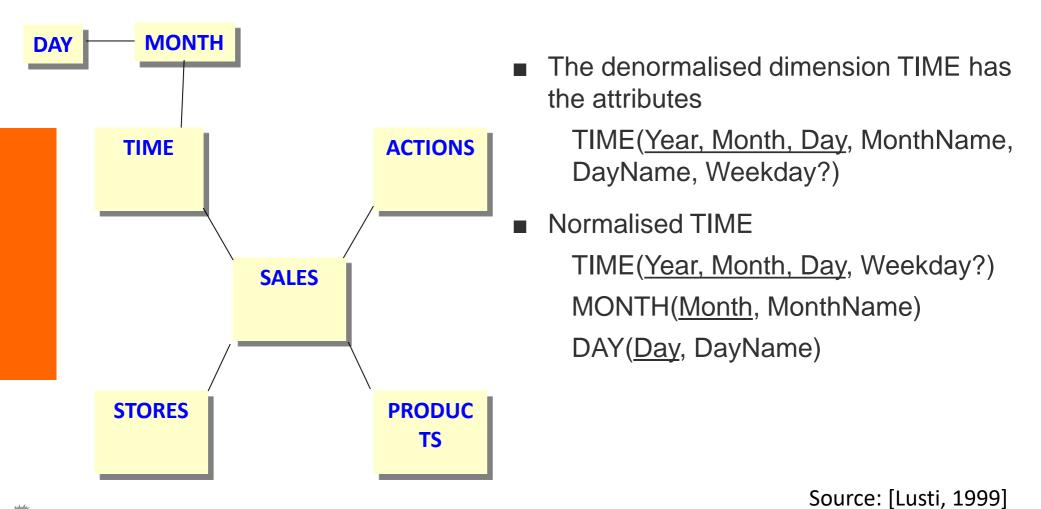
Example of a Start Schema for Retail



SALES: Key from the four foreign keys give 1:n relation to dimension tables

Snowflake Schema

Minimizing Redundancy by Normalisation of the Dimension Time





MULTIDIMENSIONAL ANALYSIS: OLAP



OLAP – definition

- OLAP = An approach to swiftly answer multi-dimensional analytical (MDA) queries (Wikipedia)
 - Main functionality: aggregate and de-aggregate fact measures
 - e.g. sales/bookings by product/customer/sales rep/time
 - e.g. receipts/failures/stock by part/supplier
- Distinction from (static) reports: FASMI criteria
 - FASMI: Fast Analysis of Shared Multidimensional Information (synthesised from Codd's "12 laws" of OLAP)
 - fast: response time in the order of seconds
 - analysis: intuitive, user-friendly, with flexible queries
 - shared: multi-user access
 - multidimensional: offer conceptional multidimensional view, independently of physical storage
 - information: scale to large data volumes

Information needs requiring OLAP analyses (1)

What are the profitabilities by customer segment?

What is the number of visits to the branch office compared to ATM and e-banking?

How many receipts, rejects and parts per million value do we have per supplier

What sellers' strategies work best to yield high and profitable sales?

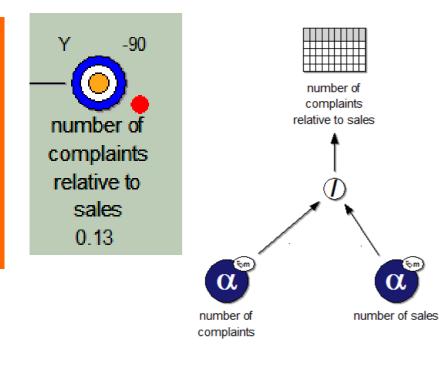
Where are campaigns more successful and where less?

Which sales are attributable to sales rep XYZ?



Information needs requiring OLAP analyses (2)

Monitoring of strategic goals: analyse deviations from target values, find root causes:



- Who is complaining?
 - Number of complaints per customer (segment)
- What are they complaining about?
 - Number of complaints per product/service
- When did they complain?
 - Number of complaints per week
 / month

Information needs requiring OLAP analyses (3)

Exploring / analysing to support decisions: find patterns.



Example: how to market a new product (a «pinot gris» from Alsace)? Inquiries about the product or similar ones:

- Who is buying?
 - sales per customer (segment)
- Which channels do they use?
 - sales per channel
- When do they buy?
 - sales per quarter / month
- Where do they buy?
 - sales per region

Requirements for BI tools – front-end

- 1. monitoring:
 - support definition of KPIs and their connection to data
 - offer possibilities to monitor status of indicators
 - offer a possibility for drill-down, e.g. when indicators are off-target, to understand cause for deviation
- 2. explorative:
 - support queries for particular facts, needed to make decisions in core business processes
 - support ad-hoc aggregation of numbers e.g. to make decisions about a particular product, customer, supplier or sales rep
 - making prediction, e.g. to optimise sales and marketing strategies

data mining tools

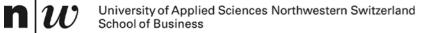
BSC tools

reports

OLAP

OLAP

dashboards,



END USER VIEW – PREPARING A CUBE (RELATIONAL)



Preparing a cube in a relational OLAP tool (1)

- Prerequisite: data is stored in a star schema in the DWH
- Procedure for importing the star:

Data Source Wizard		Selected Tables:		
Select Source Type	Data Source Name: SB Sales	`SBSales`.`date` `SBSales`.`product`		
Select Tables	Source Type: Database Table(s)	SBSales`.`sales` SBSales`.`store`	Join(s):	s`.date_key - INNER JOIN - `SBSales`.`date`.date_key
Define Joins	Select a database connect		`SBSales`.`sale	s`.product_key - INNER JOIN - `SBSales`.`product`.product_key s`.store_key - INNER JOIN - `SBSales`.`store`.store_key
	Connection: SB Sales DB SampleData	Fact Table: `SBSales`.`sales`		

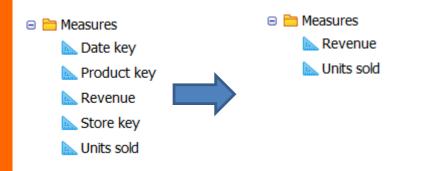
1. select the DB connection

2. specify fact and dimension tables

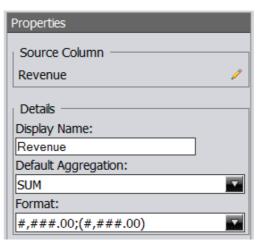
3. specify joins

Preparing a cube in a relational OLAP tool (2)

Procedure for configuring facts: «customize model»



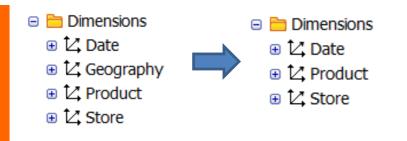
1. remove measures that are actually dimension keys



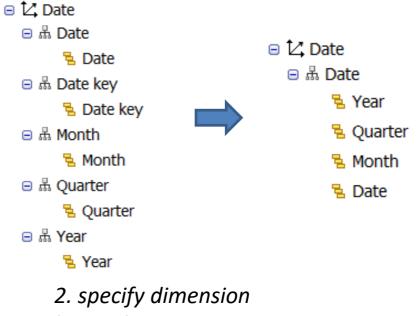
2. specify aggregations and number formats

Preparing a cube in a relational OLAP tool (3)

Procedure for configuring dimensions:



1. select the desired dimensions, possibly rename



hierarchies



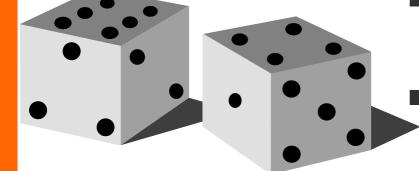


END USER VIEW – OLAP OPERATIONS



Dicing and Slicing

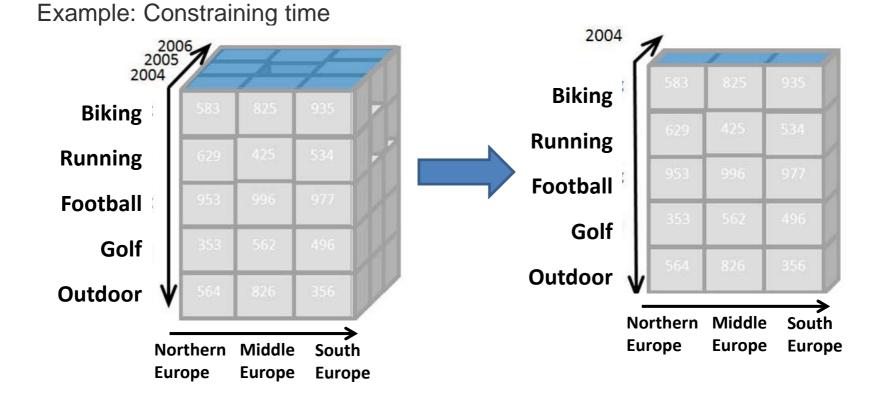
- An OLAP cube can be regarded as a multidimensional cube
- From a cube only two dimensions are visible on a two-dimensional interfact (e.g. as a table)
- Slicing
 Contraining one dimension
 - Dicing
 - Constraining several dimensions
 - Pivoting
 - "turning" the cube to show other dimension
 - Roll-up/Drill-down Split/Merge
 - Aggregate or detailing views



OLAP Operation - Slicing

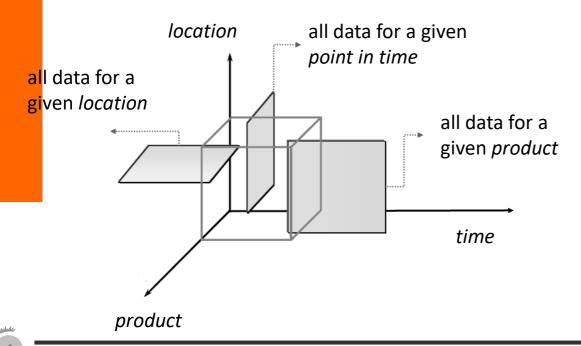
Reduction of the dimensions in a multi-dimentional cube

• Constraining one dimension to a particular value



OLAP Operation – Slicing

 Slicing is selecting a group of cells from the entire cube by constraining one dimension to a particular value.



	Date	
	± Q3	±Q4
	Kennzahlen	Kennzahlen
Product	Revenue	Revenue
□ All Products	8.925,00	34.925,00
+ accessories	1.810,00	3.150,00
🗄 mountain bikes	7.115,00	31.775,00



slice: Country = Austria

	Date	
	± Q3	⊕ Q4
	Kennzahlen	Kennzahlen
Product	Revenue	Revenue
□ All Products	215,00	7.230,00
+ accessories	215,00	170,00
🕀 mountain bikes		7.060,00

Slicer: [Country=Austria]

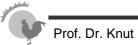
Prof. Dr. Knut Hinkelmann / © Dr. H. F. Witschel

Layers as Additional Dimensions

PowerPlay Special Edition - [PPlay1 of NASDAQ (Explorer)] Eile Edit View Explore Format Tools Window Help Eile Edit View Explore Format Tools Window Help Image: State							
1333	North Amorica	Europe	Acio Resifie	Country of HQ			
Bank	23'011	na	na	22'915			
Biotechnology	51'968	13'261	na	55'798			
Computer	153'948	64'796	661'789	148'835			
Industrial	148'311	158'937	71'397	147'450			
Insurance	270'406	na	na	260'487			
Other Finance	94'996	19'167	na	94'777			
Telecommunications	303'266	80'198	na	293'631			
Transportation	390'476	704'485	na	386'088			
Nasdaq Index	149'300	123'553	169'795	147'877	-		
23'011 (Bank.North America)							

Layers:

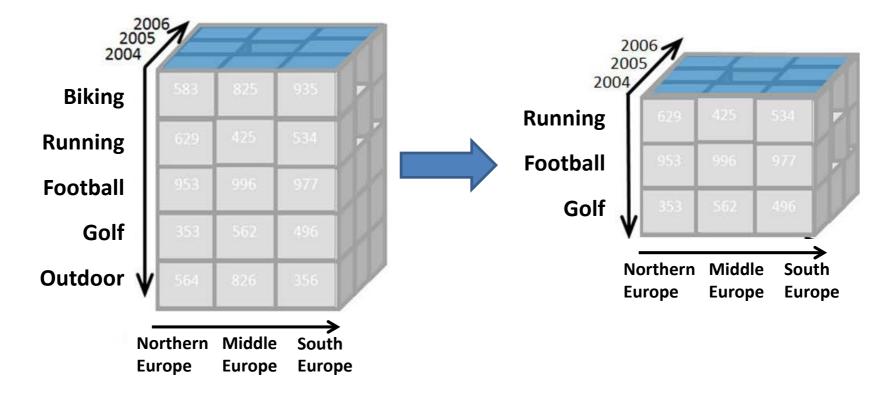
- Showing 3 (instead of only 2) dimensions
- For each value of the third dimions an additional layer (Drag and Drop Fiscal Year to the layer symbol)
- Example
 - Showing Branch and Country of HQ
 - Slicing: Change to a different **Fiscal Year**

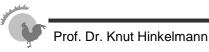


OLAP Operation - Dicing

Slicing in several dimensions

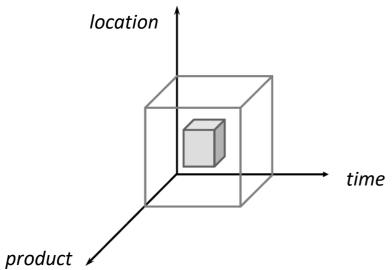
Creating a smaller cube , showing only part of the cube





OLAP Operations – Dicing

Dicing involves selecting a subset of cells by specifying a range of attribute values for more than one dimension.



	Date		
	± Q3	±Q4	
	Kennzahlen	Kennzahlen	
Product	Revenue	Revenue	
□ All Products	8.925,00	34.925,00	
+ accessories	1.810,00	3.150,00	
🛨 mountain bikes	7.115,00	31.775,00	



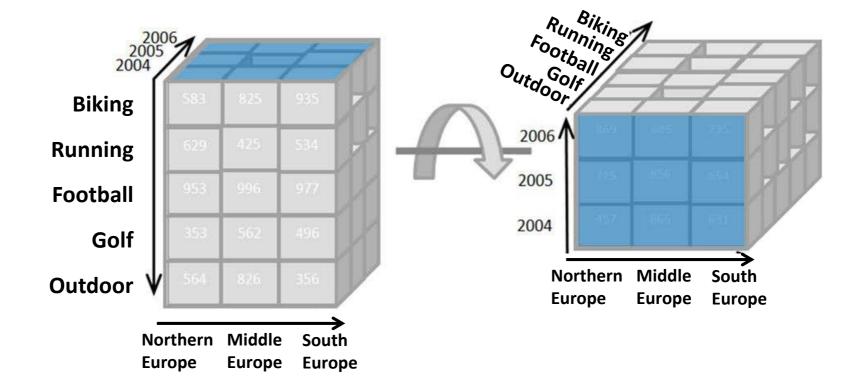
dice: month = {September, October} products = {SB123, SB234}

	Date				
	🗄 September	• October			
	Kennzahlen	Kennzahlen			
Product	Revenue	Revenue			
Mountain Bike SB123	2.300,00	13.800,00			
Mountain Bike SB234	1.765,00	8.825,00			

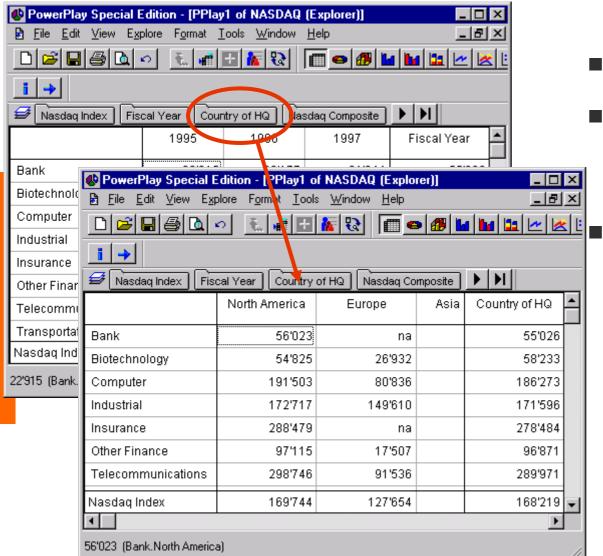
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OLAP Operation - Pivoting

Rotating the cube to show other dimensions



OLAP Operation - Pivoting



- Selection of dimensions
 - Drag and Drop a dimension of the horizontal line to the window
 - Example: Drag and Drop the dimension Country of HQ in the column headers and thus exchange Fiscal Year

OLAP Operations – rollup/drill-down

- Attribute values often have a hierarchical structure.
 - e.g. products can be organised into product categories
 - For sales quantities, we can aggregate (roll up) the expenses across all the products in a group.
 - Conversely, we could split the total quantities (drill down) into ones for each product in the group

	Date	
	± Q3	
	Kennzahlen	Kennzahlen
Product	Revenue	Revenue
□ All Products	8.925,00	34.925,00
+ accessories	1.810,00	3.150,00
🗄 mountain bikes	7.115,00	31.775,00



	Date			
	± Q3	 • Q 4		
	Kennzahlen	Kennzahlen		
Product	Revenue	Revenue		
□ All Products	8.925,00	34.925,00		
⁺ accessories	1.810,00	3.150,00		
⊡ mountain bikes	7.115,00	31.775,00		
Mountain Bike SB123	2.300,00	13.800,00		
Mountain Bike SB234	1.765,00	8.825,00		
Mountain Bike SB345	3.050,00	9.150,00		

screenshots taken from Pentaho CE)

OLAP Operation – split/merge

- Split = show details for a value by adding a dimension
 - e.g. split sales by region
- Merge = remove a dimension such that data is aggregated for that dimension

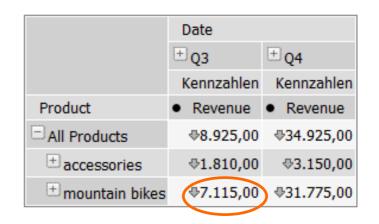
	Date	
	± Q3	∃ Q4
	Kennzahlen	Kennzahlen
Product	Revenue	Revenue
□ All Products	8.925,00	34.925,00
+ accessories	1.810,00	3.150,00
🗄 mountain bikes	7.115,00	31.775,00



	Date								
± Q3					± Q4				
	Store name				Store name				
	□ All Store.Store names	🗄 Austria	+ Germany	🗄 Switzerland	\Box All Store.Store names	🗄 Austria	+ Germany	$^{\pm}$ Switzerland	
	Kennzahlen	Kennzahlen	Kennzahlen	Kennzahlen	Kennzahlen	Kennzahlen	Kennzahlen	Kennzahlen	
Product	Revenue	Revenue	Revenue	Revenue	Revenue	Revenue	Revenue	Revenue	
□ All Products	8.925,00	215,00	90,00	8.620,00	34.925,00	7.230,00	2.730,00	24.965,00	
[⊕] accessories	1.810,00	215,00	90,00	1.505,00	3.150,00	170,00	430,00	2.550,00	
🗄 mountain bikes	7.115,00			7.115,00	31.775,00	7.060,00	2.300,00	22.415,00	

OLAP beyond the cube – drill-through

 Drill-through = enable viewing the original data (e.g. transactions) by changing to another data source or showing all relevant fact table rows





E Drill	E Drill Through Table for revenue									
▲ year	quarter	r • month	• date	 product_category 	• product_name	• country	• province	• store_name	• brand	• revenue
2013	Q3	September	28.09.2013	mountain bikes	Mountain Bike SB123	Switzerland	Bern	Store Bern	Swiss Bikes	2.300,00
2013	Q3	September	28.09.2013	mountain bikes	Mountain Bike SB234	Switzerland	Solothurn	Store Solothurn	Swiss Bikes	1.765,00
2013	Q3	September	29.09.2013	mountain bikes	Mountain Bike SB345	Switzerland	Bern	Store Bern	Swiss Bikes	3.050,00
Seite 1	Seite 1/1 Zeilen/Seite 10									

Example Application of OLAP (1)

- a) Protocol:
 - slice: use region=EMEA as a slicer
 - merge: remove product and time from the display
 - move order status to columns
 - dice: constrain order status to the values «disputed» and «on hold»
 - Answer: we have problems with
 - Danish Wholesale Imports
 - Euro+Shopping Channel
 - Volvo Model Replicas, Co

	Kennzahlen				
	Quantity				
	Order Status				
Customers	 Disputed 	•	On Hold		
□ All Customers	433		217		
Danish Wholesale Imports	174				
Euro+ Shopping Channel	259				
Volvo Model Replicas, Co			217		

Slicer: [Territory=EMEA]

Application of OLAP (2)

- b) Protocol:
 - split: add the Product dimension to columns
 - Answer: the problematic customers have ordered «Classic Cars», «Motorcycles» and «Trucks and Buses»

	Kennzahlen							
	Quantity							
	Order Status							
	Disputed		On Hold					
	Product		Product					
Customers	• 🗄 Classic Cars	• 🗄 Motorcycles	• 🗄 Classic Cars	\bullet^{\pm} Trucks and Buses				
□ All Customers	174	259	46	171				
Danish Wholesale Imports	174							
Euro+ Shopping Channel		259						
Volvo Model Replicas, Co			46	171				

Slicer: [Territory=EMEA]

Application of OLAP (3)

- Protocol:
 - split: add the Time dimension to columns
 - dice: constrain the Time dimension to «All years» and «2005»
 - Answer: in 2005, we've had disputes with Danish Wholesale Imports over 174 ordered classic cars and with Euro + Shopping Channel over 259 ordered motorcycles

	Kennzahlen								
	Quantity								
	Order Status								
				On Hold					
	Product			Product					
	🗄 Classic Cars		Motorcycles		🗄 Classic Cars	🗄 Trucks and	Buses		
	Time		Time		Time	Time			
Customers	• 🗆 All Years	• [±] 2005	• 🗆 All Years	• [±] 2005	● [□] All Years	● [□] All Years			
Danish Wholesale Imports	174	174							
Euro+ Shopping Channel			259	259					
Volvo Model Replicas, Co					46		171		
Slicer: [Territon/-EMEA]									