



## Case Study: Analysis Team Delivers the Roadmap to Efficiency and Higher Profits

As the leading global manufacturer of hard disc drives, Seagate needed an effective strategy and formal system to assess and prioritize reporting and analysis needs. With nearly \$10 billion in revenues from hard drives that support the full spectrum of computer and consumer electronics applications, Seagate has a complex operation with significant analysis requirements. Seagate's Global Channel Sales and Corporate Marketing (GCS&CM) operates as multiple independent and geographically dispersed departments, and comprises the principal users of this information. Global Planning and Operations (GPO), the group that provides analysis and reporting support to GCS&CM, was inundated with requests. Scattered employees worldwide and fragmented data sources crippled their ability to deliver business-critical information.

Seagate engaged Analysis Team to develop a strategy to address their reporting and analysis issues. Analysis Team employed a highly structured process to create a roadmap to evaluate and prioritize reporting and analysis needs on-going. The benefits have been substantial:

1. Focuses organizational resources on top priority, high-impact projects.
2. Enables the timely launch of critical information projects.
3. Delivers projected savings of \$104K annually, based on a 75% reduction in man-hours required to pull data and produce reports.
4. Fosters consistency and reduces errors in reports, due to the development of a single platform for sourcing data and defining reporting terminology.
5. Removed major obstacles to delivering vital reports and key metrics.
6. Created a sense of ownership of the roadmap among GPO and its internal customers, generating organizational alignment.
7. Reduced competition for resources due to alignment in prioritization methodology.

**Background** Seagate designs, produces and markets hard disc drives for nearly every computer application from servers to consumer electronics, with operations spanning the globe. This entails a complex organizational structure, with staff having at once disparate departmental business objectives and scattered resources. GCS&CM consists of multiple departments, responsible for sales, marketing and business planning across regions, product segments and distribution channels.



Timely data for sales and marketing program analysis is imperative to growing market share and profitability, and requirements vary drastically by region and segment. However, major impediments prevent their delivery. In particular, legacy sales and marketing data are difficult to access. Further, each department within GCS&CM has created its own mini data farm, yielding unnecessary duplication of effort with varying and often conflicting results. For GPO, the infrastructure support group for GCS&CM, the overwhelming number and nature of requests has made it difficult for them to even quantify the scope of the problem.

Seagate recognized the need for a major overhaul in how project and ad-hoc information requests were handled. Joseph Barton, Senior Manager, GPO, realized that “most of the big consulting firms give a lot of ideas, but offer little practical experience and no implementation support. What we wanted was hands on.” Seagate selected Analysis Team to develop their strategy for resolving reporting and analysis issues, to move them much further along the Business Intelligence curve. Says Barton, “Analysis Team could implement it and make it happen. They have both the business expertise and technical expertise to develop a solution that works for your business.”

**The Results** In just two months, Analysis Team conducted a rigorous, systematic process to develop a reporting and analysis roadmap to assess and prioritize requests, ensuring that the outcome was aligned with corporate goals:

1. Performed initial discovery with GPO to gather background information and identify the key issues.
2. Developed an interview format and conducted interviews with all key players to determine reporting and analysis pain points within the context of Seagate strategic goals.
3. Documented and validated interview results.
4. Quantified the results and led the interviewees through a prioritization process, identifying five key evaluation vectors and weighting them according to their relative importance. Each project can then be ranked based on these factors.
5. Wrote and delivered a reporting and analysis roadmap based on results of prioritization process.

The process allowed for both objective and subjective evaluation, and elicited consensus that was key to success in implementation of the roadmap. Analysis Team placed significant emphasis on properly assessing business requirements upfront. Michael Mixon, Business Intelligence Project Manager, GPO, comments, “They’re very meticulous, professional and thorough. They give good guidance. Early on, they were able to see through differences in the groups and different versions of the truth that could hinder progress. Our IT team commented that the business requirements document was one of the best ones they had ever seen. The project will be successful because of the time Analysis Team put into the requirements analysis stage.”

The roadmap has proven to be a practical on-going tool in application. The process and outcome were instrumental in creating a more collaborative relationship between GPO and IT, contributing to the timely



deployment of major Business Intelligence initiatives. For example, two major projects have been launched that would otherwise have been hindered by a sizable backlog:

- Construction of a data warehouse and deployment of a business intelligence layer.
- Channel Marketing Analytics Essbase® application.

The Channel Marketing Analytics application, Barton notes, “will enable us to understand the effectiveness of our Sales Coverage Program. As a result, we will be better able to direct and deploy our sales resources and achieve higher profitability.”

Seeing the benefits that GPO has derived, Seagate’s Sales Operations Team is looking to Analysis Team to provide the same type of analysis requirements process and strategic insight for their team, to enable them to best support the needs of the entire sales organization.

The roadmap that Analysis Team delivered has been invaluable in getting and keeping resources on track to deliver critical reports and analyses that drive the bottom line. Seagate now enjoys the benefits of advancing significantly on the business intelligence curve.

**Analysis Team delivers high-return Business Intelligence solutions.** Analysis Team, Inc. develops customized, automated solutions that significantly improve business performance analysis, management reporting and planning, to drive financial growth. Our real-world experience in business, technology and project management helps our clients to maximize value from their business data and existing information systems.

Analysis Team’s consulting services include Business Intelligence assessment and strategy, software evaluation and selection, complete application design and implementation, and knowledge transfer to client staff. By focusing on the unique needs of each client, Analysis Team provides objective advice and delivers practical solutions that achieve clear return on investment.

