Zara market share

Finance, Market

Three generations of Data Management in Decision Support 1. Early 1970s - required a repository of data : sourced from operational system + other data (e. g. external data) - Data was customized for the specific DSS - Application-centric approach : data support a single or a few related applications used to help make the business case for the warahouse - Sprague provided the Data-Dialog-Models (DDM) paradigm 2. Late 1980s Telecommunications, retailing and financial services industries built warehouses to store vast amounts of customer and sales-related data -

These industries remain leaders in terms of the size of the warehouses and how the warehouses are used - Data-centric approach : support a variety of applications 3. In 2000 - the movement to real-time data warehousing - changes in the way that warehouse data is used - different : Previous : data aims to understand what had already happened and to predict what would happen in the future * limit to influence real-time decisions and current operations * Now : real-time data (current decisions and critical business process) such as customer-facing and supply chain applications can be significantly enhanced Real or Right Time ? -

Incorrect concept applied to warehousing : real-time = instantaneous - Reason : much of warehouse data cannot be captured and entered into the warehouse in seconds or minutes. * expensive difficult to make real-time * may not be a business need for real-time data - Example : Some source systems, e. g. a legacy COBOL program, is undated once a month Continental Airlines - a leader in real-time business intelligence - won The Data Warehousing Institute's prestigious Best Practices andLeadershipAwards - Real-time data warehouse : provide the data that is

required to implement real-time BI - Firms can use BI to affect current decision making and business processes by usine real-time - Importance : especially for customer-facing applications, e. g. hose found in call centers and check-in processes, help firms become more customer-centric -

Terms describe firms use real-time BI : " real-time enterprise" , " zero latency organization" - Purpose of real-time BI : * increase revenues and decrease costs => improve profitability - e. g. Continental Airlines * taken a $30M investment in hardware, software and personnel to generate over $500M in revenue, resulting in a ROI of over 1, 000% - Firms must overcome both organizational and technical challenges for real-time BI successful - Organizational must be executive : * sponsorship and support * initial and on-going financial support governance processes put in place * BI and data warehousing personnel with the requisite personnel - Technical : * acquire and implement new hardware and software * establish processes and procedures for supporting and managing real-time data feeds from source systems * data must be quickly transformed and loaded into the warehouse * data must be analyzed and made available to operational systems and personnel - briefly discuss an application that illustrates Continental's use of real-time BI - focus on the technical issues associated with Continental's implementation of real-time BI