Strategy₿

Migration Guide

From Legacy to Leadership: How to Make a Smooth Transition to Modern Analytics?

Executive Brief

If you're still running SAP BusinessObjects, IBM Cognos, or another legacy BI platform, you're likely feeling the pressure: rising costs, shrinking support, and a widening gap between what your users need and what your system can deliver.

This guide offers a roadmap for navigating the shift—from aging analytics to a modern, AI-powered platform built for scale, agility, and insight. Whether your current tool is reaching end-of-life or simply no longer meeting your needs, now is the time to take action before the risks of inaction take over.

Migration is an investment. Inaction is a liability.

Inside This Guide

Why Legacy Tools No Longer Fit
Understand the hidden costs, risks, and clear signals that it's time to modernize.

How to Prepare for Migration
Avoid common pitfalls by aligning teams, cleaning your data, and designing a phased plan.

Lessons Learnt & Best Practices
See real-world migration strategies and lessons from companies who made the leap—fast.

Legacy BI platforms are sunsetting. Your reporting needs aren't. This guide helps you move forward—confidently, strategically, and without compromise.

Witold Przegaliński
Principal Consultant

" The best migration is one you control—not one forced by failure."

Why Legacy Tools No Longer Fit

If you're still using SAP BusinessObjects or IBM Cognos, you're on borrowed time. BusinessObjects will reach end-of-life in 2026. Cognos 11 is already deprecated, and version 12 strips away core features. The so-called "upgrades" require full rebuilds—often in unfamiliar environments, with no way to preserve what you've built.

Witold Przegaliński
Principal Consultant

" Legacy BI doesn't just stop working overnight—it erodes performance and trust quietly until it becomes unmanageable."

Key Risks:

- Vendor support expirations and license deprecations
- Legacy system outages and performance degradation
- Staff time spent maintaining brittle systems
- Compliance and governance exposure

Meanwhile, the risks keep rising: Unsupported platforms expose you to security vulnerabilities, compliance gaps, and operational downtime. User frustration rises. Workarounds become the norm. Total cost of ownership (TCO) creeps upward through hidden labor and integration costs.

Waiting might feel safe—but it's one of the riskiest options. Delaying action reduces flexibility and often leads to a rushed, reactive migration. The smarter move? Migrate while you still have time to do it right—with continuity, control, and modernization in mind.

Checklist:

- Confirm sunset timelines (e.g., BOBJ 2026, Cognos 11)
- Identify critical features you can't afford to lose
- Engage stakeholders before disruption becomes unavoidable

How to know it's time to move on

If generating a report takes days, or users rely on IT for every dashboard update, your BI system is holding you back. Legacy platforms aren't just slow—they're inflexible, costly to maintain, and often invisible bottlenecks to business growth.

Run a system-wide audit. Don't just fix broken dashboards—look at usage patterns, support tickets, and user feedback. Identify where friction lives.

Witold Przegaliński
Principal Consultant

" Understand what you have before deciding what you need."

Upgrade Indicators:

- Frequent user complaints and slow adoption
- Delays in report generation, approvals, or delivery
- Lack of support for mobile workflows or hybrid architecture
- Excessive admin time spent fixing or maintaining logic

What a modern BI platform should deliver

Modern BI platforms aren't just dashboard tools. They must combine enterprise-grade reporting, scalable performance, governed self-service, mobile accessibility, and AI-driven insights—all under a unified architecture.

Must-Have Capabilities:

- Semantic layer and reusable logic
- Paginated and pixel-perfect reports
- Enterprise bursting and scheduling
- Cloud-native, containerized deployment
- AI integrations and mobile UX

Many popular tools like Power BI or Tableau excel at visualization but fall short on governance, scalability, or automation. Strategy One covers the full spectrum—analytics, bursting, AI, and scheduling—under one architecture.

Enterprise Readiness Questions:

- Can it support 10,000+ scheduled reports?
- Can non-technical users build reports without IT?
- Is your architecture ready for scale, compliance, and innovation?
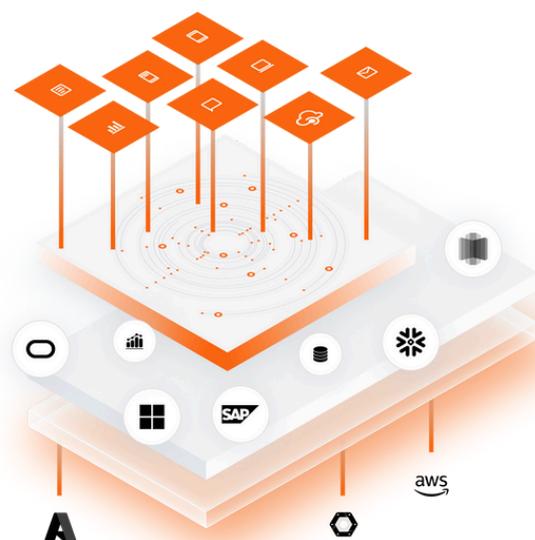
Strategy One is cloud-agnostic and deployable on any major platform, including AWS, Azure, and Google Cloud. It connects to any data warehouse or data lake—like Snowflake, Databricks, BigQuery, or Redshift. Its robust semantic layer enables consistent, governed access across tools like Power BI, Tableau, Excel, and Google Sheets. This ensures flexibility and interoperability across your entire data and analytics stack.

Witold Przegaliński
Principal Consultant

"*Choose a platform that scales with your ambition.*"

How to Prepare for Migration

Modernization isn't just a technical move—it's a strategic reset. A successful migration starts with a clear roadmap, stakeholder alignment, and a phased plan based on business value, not just technical lift.

Don't treat migration as a lift-and-shift. Use it as an opportunity to:

- Replicate what works
- Modernize what doesn't
- Retire what's no longer used

Przemysław Życzkowski
Senior Consultant

" *Better performance, better data understanding, and a modern look—these are some of the benefits of a full redesign or hybrid approach."*

Start with a readiness audit. Is your data clean and mapped? Do you understand your dependencies? Are your teams skilled—or do they need training? Are stakeholders aligned around business goals and timelines?

Essential Readiness Checklist:

- **Assess current state:** pain points, performance benchmarks, key dashboards and data sources
- **Data integrity:** audit for inconsistencies, redundancies, and plan for mapping and validation
- **Skills and expertise:** identify gaps, onboard experts, and assign roles clearly
- **Change management:** secure sponsorship, train end users, and communicate the benefits early
- **Budget and resources:** estimate total costs, account for contingencies, allocate dedicated staff

If the groundwork isn't in place, you're not ready to move—and rushing past it only guarantees trouble down the line.

What should I migrate?

Not everything deserves a second life. Use this moment to rethink what's worth replicating.

Categorize your assets:

- **Must-migrate:** Mission-critical dashboards, KPIs, compliance reports
- **Modernize:** Dashboards needing UX or performance upgrades
- **Retire:** Obsolete or low-value content
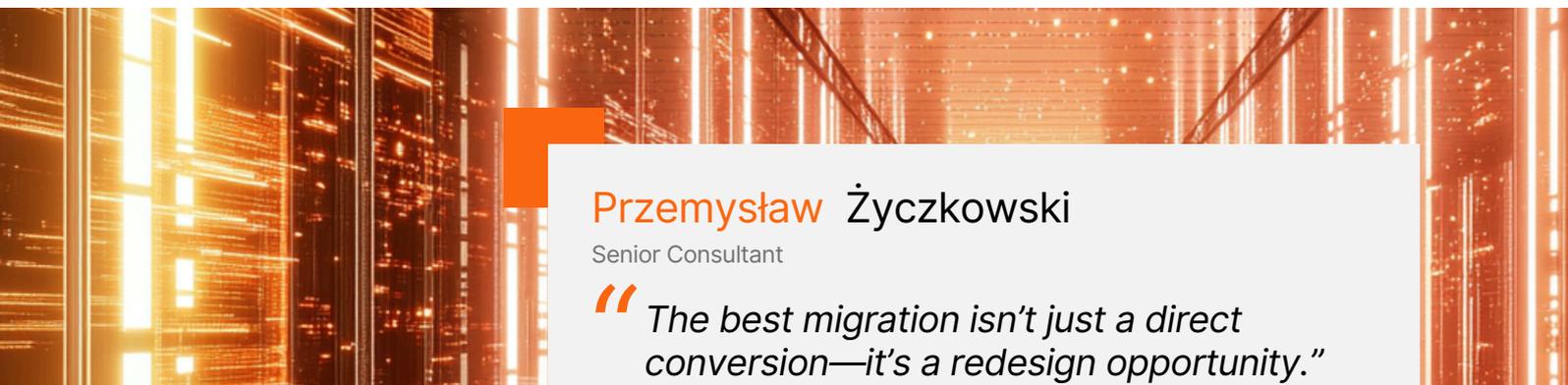
Przemysław Życzkowski
Senior Consultant

" *The best migration isn't just a direct conversion—it's a redesign opportunity."*

Strategy supports all three migration approaches:

- **Leadership:** replicate everything for immediate continuity
- **Consolidation:** reduce duplication, clean up legacy assets
- **Innovation:** reimagine reporting using AI, apps, and new workflows

Whatever your path, the key is clarity. Know your critical reports, your reusable logic, and your dependencies. Build your semantic layer early. Involve users from the start. And make training and change management part of the plan, not an afterthought.

Key Action Points:

- Create an inventory of what's used, valuable, and outdated
- Prioritize high-impact reports for early wins
- Align business and IT on outcomes and timelines
- Define your phased cutover and rollback strategy
- Train and support users from day one

Use usage analytics to guide your effort. And rethink any complex or inefficient logic—migrating it "as-is" will carry forward pain.

Ensuring continuity

Continuity means no surprises. That starts with backups (not just data—logic, scripts, configs too), plus a rollout strategy that uses staging and dual-run environments. Communicate early and often—confusion derails trust.

Planning is key at this stage. Identify integration points and risky dependencies, and plan parallel testing and phased go-lives to avoid or minimize downtime.

Witold Przegaliński
Principal Consultant

"Continuity doesn't happen by accident—it's the result of disciplined planning."

How long will it take?

Most mid-size orgs complete migration in 8–16 weeks, assuming clean data, executive alignment, and engaged users.

What Speeds Things Up	What Slows You Down
✓ Clean, documented data	✗ Legacy logic with poor documentation
✓ Limited scope per migration phase	✗ Stakeholder turnover mid-project
✓ Realistic expectations and executive alignment	✗ Low user involvement until post-go-live
✓ Dedicated project team (internal and partner)	

Rule of Thumb: Plan for 2–4 months. Build in flexibility. Always start with a pilot.

How much does it cost?

Migration isn't free—but done right, it's efficient and cost-effective. Short-term spend includes licenses, consulting, training, and infrastructure. But the real ROI lies in eliminating hidden costs like IT bottlenecks, manual workarounds, and governance gaps.

Thanks to Strategy One's unified architecture, future upgrades won't require full replatforming—cutting long-term TCO.

Witold Przegaliński
Principal Consultant

"*Lower cost doesn't equal lower risk—especially at scale.*"

Cost Factors to Plan For:

- **Implementation**: tools, consultants, data preparation
- **Training and adoption:** end user onboarding, documentation, support
- **Infrastructure:** cloud services, licensing, scalability
- **Maintenance:** internal staff, partner SLAs, periodic optimizations

The migration journey in 7 steps

Every successful migration follows a disciplined, phased journey. Trying to skip steps or condense timelines usually leads to overruns, rework, or loss of trust in the new platform. Whether you're migrating from SAP BOBJ, Cognos, or another legacy tool, the steps remain the same

Each phase has its own velocity and complexity. Respect the sequence, and you minimize surprises.

When you're ready, talk to our experts on migration in your specific case.

Migration Step	Action
1 **Dicover and assess**	Understand what you have: reports, data sources, user roles, pain points, and performance issues.
2 **Define and align**	Clarify your business goals and migration scope. Secure executive sponsorship and align timelines across stakeholders.
3 **Prepare and plan**	Categorize reports (migrate, modernize, retire). Define testing criteria, user roles, training plans, and a cutover strategy.
4 **Build and validate**	Develop the new environment. Rebuild or optimize key assets. Test data accuracy and performance.
5 **Train and support**	Empower users through structured training, documentation, and hands-on guidance.
6 **Deploy and monitor**	Go live in phases where possible. Monitor performance, usage, and adoption. Have rollback plans ready.
7 **Optimize and scale**	Post-go-live, refine dashboards, adjust based on feedback, and extend use cases.

Witold Przegaliński

Principal Consultant

" *You can't skip the groundwork. A solid migration is methodical—one phase unlocks the next.*"

Lessons Learnt & Best Practices

Migration isn't just technical—it's tactical. From mismatched visualizations to frustrated users, here are common pain points during BI tool transitions and how Strategy helps solve them:

The Problem	How Strategy Helps
Chart property mismatch Visualizations don't map cleanly across tools. Axes, colors, filters, and formatting often break or behave differently.	Our visual layer is customizable, standards-compliant, and designed for migration. Strategy One supports flexible chart logic and offers templated visual formats to speed up reconstruction and maintain consistency.
Semantic layer disconnect Each BI tool structures data differently. Legacy semantic layers often include proprietary logic that doesn't translate.	The Strategy Semantic Graph creates a unified, reusable data layer—abstracted from front-end tools. This central fabric cuts complexity and enables consistent governance across dashboards, bots, mobile, and embedded apps.
Dashboard redesign pain Layouts, drill paths, and filters don't migrate cleanly. Functionality gets lost.	Strategy One supports advanced interactions—cross-filters, drill-downs, and tabs—built natively, Dashboards can be restructured using drag-and-drop design and reusable components.
User retraining resistance New tools disrupt workflows. User adoption stalls without hands-on support.	Built-in tutorials, contextual tooltips, and role-specific templates ease onboarding. Strategy's partner ecosystem also offers tailored training programs.
Automation's limits Migration tools can only go so far. Manual rework is always needed.	We blend guided automation with expert-led configuration. Our partners have done this before—and know where automation stops and strategy starts.

Fast-tracked, zero downtime: A real migration story

A global entertainment and streaming company faced a high-stakes challenge: retire a deeply embedded legacy BI stack on a tight deadline—without disrupting critical advertising operations. After two decades on SAP BusinessObjects, the company launched a full modernization initiative. But internal teams were resource-constrained, timelines were tight, and failure wasn't an option.

Top Priorities Included:

- **Advertising Sales Liability Management:** Strategy One delivered real-time insights on ad delivery, profitability, and contractual liabilities across networks.
- **Upfronts Analytics:** Provided visibility into regional ad inventory, target demographics, and marketing investments.
- **Availability Forecasting:** Enabled sales teams to price and position ad slots based on content access windows and market saturation.

Strategy deployed 30 consultants across five workstreams, beginning with a deep audit to identify which reports to replicate, redesign, or retire.

Results:

- 5 critical applications delivered on deadline
- Clean handoff with full user training
- Dual-run minimized risk and built trust
- Strategy One's Semantic Graph simplified data reuse
- Long-term maintainability unlocked through managed cloud

Despite shifting requirements, an incomplete data model, and multiple stakeholder groups, the team hit their launch target. Critical dashboards were rebuilt in Strategy One and launched without service disruption. A parallel run validated the rollout, while user training and cloud migration eased long-term maintenance.

"The business appreciates all your hard work in getting the ad sales reporting deliverables done—and appreciates the visibility the reports provide."

— VP, Business Operations & Chief of Staff, Ad Sales

Next Steps

If you're still on a legacy BI platform, the signs are already there: it's no longer keeping up. Maybe it's being phased out. Maybe it just can't deliver what your teams need to move fast. Either way, doing nothing is the riskiest move of all.

Now's the time to explore your options—and find a partner who can modernize with minimal disruption and maximum long-term value.

Strategy One gives you the platform. Our consultants bring the experience. From triaging what to keep or drop, to retraining users and ensuring continuity—we've done it all.

Let's make your BI move count.

Reach out to our migration experts to start the conversation.

Legacy systems holding you back? See how Victoria's Secret, Hilton, Crate&Barrel, and Zebra transformed operations with modern BI—and what's possible when you do the same.

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