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Thank you for joining us in San Diego for our TDWI World Conference and for participating in our conference evaluation. We hope you had a productive and enjoyable week.

This report should provide a valuable way for you to summarize your educational experience for your manager and peers. If you would like to make a suggestion about how to make this report more useful, please send an e-mail to Jennifer Agee (jagee@tdwi.org).

Conference Overview

By Dave Wells, Director of Education, TDWI

When I first started working in IT, COBOL was an advanced programming language, and 80-column punch cards were state-of-the-art data management. A lot of things have changed since way back then. We now have personal computers, relational and multidimensional databases, clustered servers, appliances, communications networks, object-oriented systems, graphical user interfaces, data mining, data warehousing, business intelligence, and much more. Unfortunately, one thing hasn't changed much—the fragile working relationships between business and IT organizations. The

only far-reaching change is the increasing costs and risks of fractured business/IT working relationships. TDWI's 2007 World Conference in San Diego stepped up to this challenge. For the third consecutive year, our San Diego conference featured an in-depth track (nearly 20 courses) focusing on the theme of bringing business and IT together. A cornerstone among these courses—one where every business person and every IT person gained new insights—was Jill Dyché's BI from Both Sides.

For those interested in learning about BI from a business perspective, this conference offered a full six-day track of business analytics classes, including the always-popular dashboard design and data visualization courses by Stephen Few, insights about role-based analytics from Frank Buytendijk, and a dozen other classes. Two keynote addresses added emphasis to the business analytics theme. On Monday, Frank Buytendijk shared his experiences and research about the behavioral aspects of analytics. On Thursday, Wayne Eckerson, director of TDWI Research, offered guidance for implementing predictive analytics. Eckerson also hosted the BI Executive Summit—a program specifically designed for those who provide sponsorship, leadership, and direction for BI programs.

Data and “data people” fill an important role in bringing business and IT together. Data and information top the list of things that business people need from IT. Getting the data right is critical. Toward that goal, we also featured a data management track of more than a dozen courses. From Tom Redman's data governance wisdom to Arkady Maydanchik's depth of data quality experience, this track offered something for everyone with data management responsibilities. We were especially pleased to welcome back Laura Reeves, with Dimensional Modeling beyond the Basics.

The three featured tracks, of course, did not comprise the entire conference. With a total of 60 classes (more than a quarter being offered for the first time), TDWI's San Diego conference offered education in the areas of data integration, technology, program and project management, and more—not to mention networking opportunities and the latest technology in the Exhibit Hall. Thank you for joining us in San Diego, and we hope you enjoyed the conference.

For a complete list and descriptions of all courses offered in San Diego, [download the conference brochure](#) or visit www.tdwi.org/sandiego2007.

TechSurvey Results

By Philip Russom, Senior Manager, TDWI Research

When an organization views data as an enterprise asset (transcending the data warehouse and spanning the whole organization), it establishes an executive-level data governance board or committee that institutes and enforces policies and procedures for the business use and technical management of data across the entire organization. The point of data governance is to improve data, share it more broadly, leverage its aggregate for competitive advantage, and comply with internal and external regulations for data usage. Data governance is usually coordinated with IT governance and/or corporate governance and, in fact, may be a subset of these.

The Technology Survey that TDWI circulated at the World Conference in San Diego asked attendees to answer a few questions about data governance, and survey results show that attendees are clearly aware of data governance and its issues:

- **Data governance is still new and rare.** This explains why only 13% of survey respondents reported that their organization has deployed an initiative. (See Figure 1.) But deployments will increase in the next year or so, since many organizations are already in the design and implementation phase (27%) or are considering data governance (45%).
- **Data governance guides data-intense business initiatives.** For example, 88% of conference attendees feel that business intelligence (BI) initiatives should be guided by data governance. (See Figure 2.) Outside of BI, data governance is commonly applied to business initiatives for data privacy (69%) and compliance (66%). Other initiatives that gain from governance include business transformations (47%), mergers (34%), and reorganizations (28%).
- **Data governance sometimes guides data management practices.** (See Figure 3.) The vast majority of survey respondents pointed to the related practices of data integration (83%) and data quality (82%) as data management practices that need governance. This is natural, since most data governance programs seek to share and improve data, respectively. Master data (75%) and metadata management (74%) also ranked highly, which is due to that fact that semantic data of this type is key to sharing and improving data.

If you're interested in learning more about data governance, please attend the TDWI Data Governance Summit, which will meet October 29–30, 2007 concurrently with the TDWI World Conference in Orlando, FL.

TechSurvey Results (continued)

What's the status of your organization's data governance initiative?

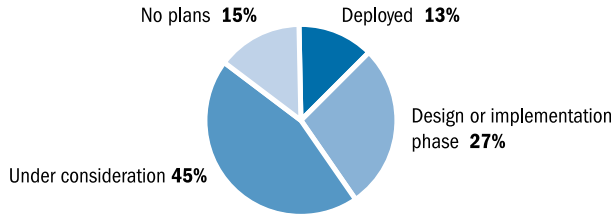


Figure 1. Based on 122 respondents.

What types of business initiatives do you think should be guided by data governance? (Select all that apply.)

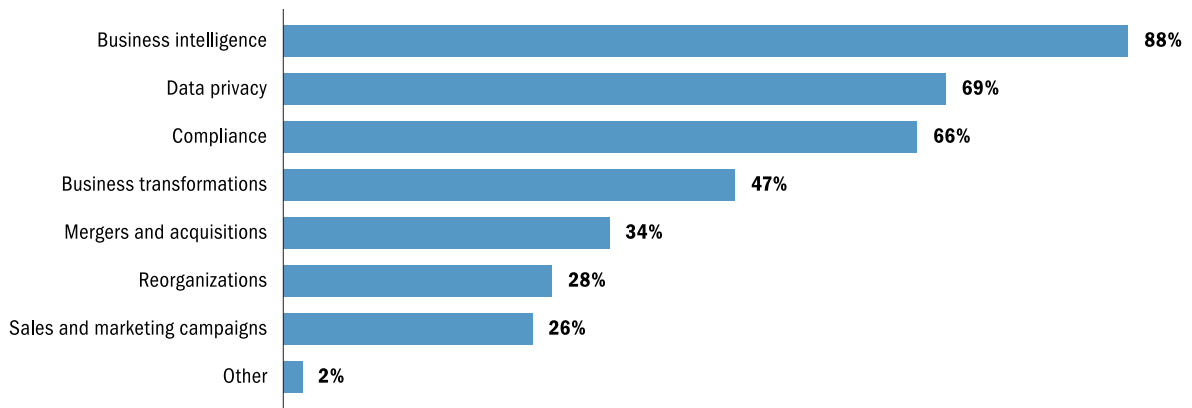


Figure 2. Based on 119 respondents.

Which data management practices do you think should be guided by data governance? (Select all that apply.)

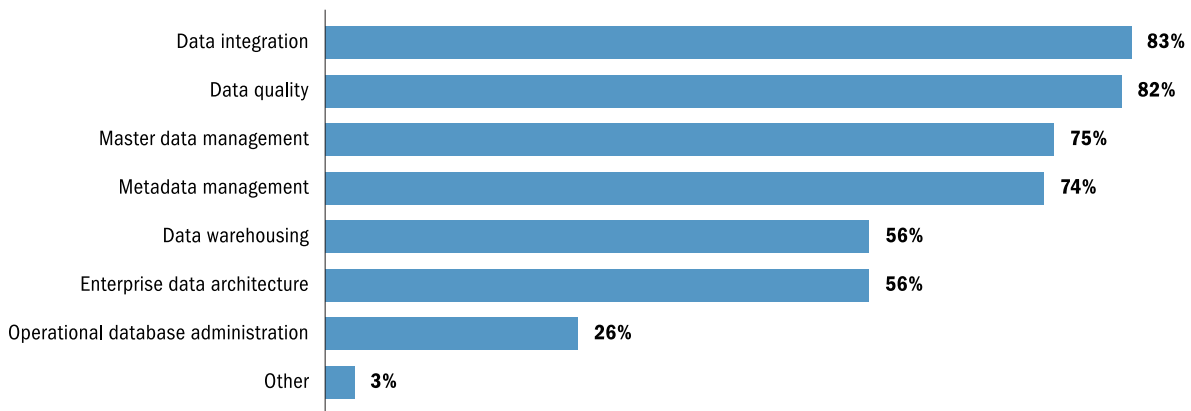


Figure 3. Based on 117 respondents.

Keynotes

Monday, August 20, 2007

Information Democracy—The Rise of the Performance Network

Frank Buytendijk, Vice President—Corporate Strategy, Hyperion Solutions

The business case for BI has always been difficult to define, other than “better insight leads to better decisions.” Sharing information with multiple stakeholders, however, builds a much more tangible business case. In this presentation, Frank Buytendijk described where most organizations are in using information as an asset, and he included many business cases. He also explained why most performance management methodologies focus on the wrong question, leading to dysfunctional organizational behavior. Buytendijk introduced the idea of “performance networks,” which help BI to become a transformational force. This presentation built on the previous research that Buytendijk has done around “behavioral aspects of performance management” and “characteristics of high-performance organizations,” representing original, out-of-the-box research.

Thursday, August 23, 2007

Best Practices in Implementing Predictive Analytics

Wayne W. Eckerson, Director, TDWI Research

Predictive analytics surface patterns within large volumes of data that organizations can use to take proactive steps to correct problems or capitalize on unforeseen market demand. Predictive analytics enables organizations to drive greater value from their data warehousing investments. Using research conducted by TDWI, this presentation defined predictive analytics, analyzed market adoption, and made recommendations for successful implementation of a predictive analytics practice.



TDWI Executive Summit

Thinking Outside the Box at the TDWI Executive Summit

By Wayne Eckerson, Director, TDWI Research

Nearly 80 BI directors and BI sponsors were stretched and pulled by thought-provoking presentations and open discussions at the

TDWI Executive Summit, held August 20–21 in San Diego. The purpose of the Summit is for top BI professionals in their organizations to share best practices and pitfalls in a relaxed, open environment and to discover new approaches and perspectives for delivering insights to business users.

One of the most provocative sessions was delivered by Mark Madsen, an independent consultant and TDWI faculty member, who shared his thoughts on how the Web 2.0 revolution will or should impact BI. He said that current BI applications are designed to be used in isolation “as if you are alone in a cubicle,” while the new world of the Web emphasizes collaboration and networking, à la Facebook.com, Flickr, Wikipedia, and YouTube. He said these sites have figured out how individual contributions can make the collective space much richer and collaborative. He also said that BI managers should no longer have to pay much for software or development. “There are many free resources out there,” he said, and went on to demonstrate an award-winning mashup he developed for inside sales managers that took two hours to build, cost zero dollars, and pulled data from Salesforce.com, LinkedIn, Google, and a weather site, among other things.

Another popular session was the “Yin and Yang of Predictive Analytics,” in which Mat Schwartz of Corporate Express stepped through five applications his team built using predictive analytics. One model for churn management was deployed to sales people using “trip wires” that decomposed the model into a single variable (how recently a customer purchased a product) to give them something actionable to talk about with customers. John O’Carroll of Capital One provided the other perspective of predictive analytics. His company employs hundreds of analytical modelers, most with PhDs in statistics, to build and maintain complex models, which are the lifeblood of the company.

Chris Jones of Intuit also discussed his company’s use of text analytics to automate the classification and analysis of volumes of textual comments embedded in call center records. Intuit uses the results of this analysis to optimize its Web site and help desk operations. Interestingly, after deploying a text analytics product, Intuit asked its call center reps to stop categorizing the calls within the call center application because the text analytics product showed that often they selected the wrong categories! The software has enabled Intuit to reassign several individuals who formerly classified a sample of text records to more value-added activities.

Perhaps the best thing about the TDWI Executive Summit was all the serendipitous discussion and networking that took place, both inside the session room and outside during the “extra long” breaks, luncheons, and evening reception. Special thanks to Cognos, MicroStrategy, SAS, and Teradata for sponsoring the event!

Certification Program



TDWI continued the industry's leading certification program at the San Diego conference. In partnership with the Institute for Certification of Computing Professionals, TDWI offered Exam Prep courses and opportunities to test for certification.

TDWI offers certification at the Practitioner and Mastery levels. Becoming certified requires a combination of in-depth education and real experience to pass examinations that test knowledge, skill, and understanding of application. The credential is offered in five specialties: Leadership & Management, Business Analytics, Data Analysis & Design, Data Integration, and Administration & Technology.

For more information on certification and testing, write to cbip@tdwi.org or visit www.cbipro.com.

Evening Education

Night School

Night School sessions were offered after regular courses ended to promote networking among attendees and to test new topics. Click on the course titles below to view descriptions of each Night School session.

Monday, August 20

- [ITSM, Technical Data Warehouse, and IT Intelligence](#), Rajesh Radhakrishnan
- [Winning Dashboards—Practical Considerations for Your Analytics Solution](#), Leslie DeLong

Tuesday, August 21

- [Enterprise Data Management—A New Perspective](#), Lance Miller
- [Service-Oriented Business Intelligence \(SOBI\)—SOA's Impact on BI](#), Pradipa Karbhari

Thursday, August 23

- [Best Practices for BI Requirements](#), Fernando Martinez-Campos
- [Building Your BI Career](#), Jennifer L. Hay, CBIP
- [Phasing Master Data Management—Options and Practical Examples](#), Michael Strange
- [WIWI BAM](#), John Myers
- [EDW versus PDW—The New Debate?](#) Larissa Moss

Guru Sessions

Throughout the week in San Diego, attendees had the opportunity to schedule free, 30-minute, one-on-one consultations with a variety of course instructors. These "guru sessions" provided attendees with an opportunity to obtain expert insight into their specific issues and challenges.

Vendor Exhibit Hall

At every TDWI World Conference, we invite leading hardware, software, and consulting vendors to share their latest technologies with attendees. The following vendors exhibited at our World Conference in San Diego.

<u>AMB Dataminers Inc.</u>	<u>Knightsbridge Solutions LLC</u>
<u>Business Objects</u>	<u>KnowledgeRelay</u>
<u>CIBER</u>	<u>Microsoft Corporation</u>
<u>Cognos Inc.</u>	<u>MicroStrategy</u>
<u>Conda Technologies</u>	<u>Noetix Corporation</u>
<u>DataFlux</u>	<u>Oracle</u>
<u>DATAlegro</u>	<u>Pitney Bowes Group 1 Software</u>
<u>DataMirror</u>	<u>SAP America, Inc.</u>
<u>Dataupia</u>	<u>SAS Institute Inc.</u>
<u>DecisionPath Consulting</u>	<u>SilverTrain, Inc.</u>
<u>e2e Analytix Inc.</u>	<u>Sybase</u>
<u>ESRI</u>	<u>Syncsort Incorporated</u>
<u>ETI</u>	<u>Sypherlink, Inc.</u>
<u>GoldenGate Software</u>	<u>Teleran Technologies Inc.</u>
<u>HCL</u>	<u>Teradata, a division of NCR</u>
<u>Hewlett Packard</u>	<u>Trillium Software,</u> <u>a division of Harte-Hanks</u>
<u>i2 Technologies</u>	
<u>IBM</u>	<u>Unisys</u>
<u>Informatica Corporation</u>	<u>XLcubed Ltd.</u>
<u>Information Builders</u>	<u>zoomix</u>
<u>Kalido</u>	

Hospitality Suites

Attendees had the chance to join the following solution providers for an evening of informative talks, fun, good food, and great conversation. Each vendor invited attendees to learn about business intelligence and data warehousing solutions and grab a bite to eat in a relaxed, interactive atmosphere.

Monday, August 20

DataFlux
 DataFlux Baja Lounge

Tuesday, August 21

IBM
 Rev Up Your Evening at the IBM Hospitality Suite

SAS Institute Inc.
 All Aboard the Tokyo Metro!

Vendor Sponsored Workshop

Tuesday, August 21

Teradata, a division of NCR
 Teradata 101 Lab

More Educational Opportunities

TDWI Onsite

Education on your timeline, in your environment, within your budget.

TDWI Onsite brings superior content and skilled instructors to your organization with a commitment to delivering the highest quality business intelligence and data warehousing education available. We can tailor TDWI's courses to meet your company's unique challenges and issues, so everyone involved in a project shares a common knowledge base and learns in support of the same corporate objectives. For more information, contact Yvonne Baho at 978.582.7105 or ybaho@tdwi.org, or visit www.tdwi.org/onsite.

TDWI Seminar Series

In-depth training in a small class setting.

Whether you are embarking on a new data warehousing project or working in a mature business intelligence environment, TDWI Seminars offer courses to meet your specific needs and advance your project goals. From the fundamentals of business intelligence to advanced techniques for data modelers, you will learn concepts and techniques to accelerate your professional development. TDWI Seminars are offered throughout the United States and Canada, so you can get the training you need when and where your schedule allows.

2007 REMAINING DATES AND LOCATIONS

Portland

September 24-28

Boston

October 15-19

The 2008 Seminar Series dates and locations will be available soon. For more information on the TDWI Seminar Series, please visit www.tdwi.org/seminars.

Upcoming TDWI World Conferences

Orlando

October 28-November 2, 2007

www.tdwi.org/orlando2007

Las Vegas

February 17-22, 2008

Chicago

May 11-16, 2008

San Diego

August 17-22, 2008

New Orleans

November 2-7, 2008

Recent TDWI Publications and Research

- *The Three Threes of Performance Dashboards*, TDWI's annual poster depicting a BI or DW process or lifecycle.
www.tdwi.org/Poster
- *Best Practices in Operational BI: Converging Analytical and Operational Processes*, the latest report from TDWI Research, with findings based on interviews with industry experts, leading-edge customers, and survey data.
www.tdwi.org/Research/ReportSeries
- *What Works: Best Practices in Business Intelligence and Data Warehousing* (Volume 23), a compendium of industry case studies and lessons from the experts.
www.tdwi.org/Publications/WhatWorks
- *Business Intelligence Journal* (Volume 12, Number 2) contains articles, research, book reviews, case studies, and expert perspectives from leading industry and academia gurus furthering the practice of BI and DW. A Member-only publication.
www.tdwi.org/Publications/BIJournal
- *Ten Mistakes to Avoid For Successful BI Consulting* (Q3 2007). This series examines 10 common mistakes to avoid in your BI/DW project. A Member-only publication.
www.tdwi.org/Publications/TenMistake

DID YOU KNOW?

TDWI Members receive all of the publications and research listed above, along with many other benefits, including *TDWI FlashPoint*, a biweekly e-newsletter; quarterly best practices reports and technology market reports; annual benchmark reports on salaries and organizations; access to our Members-only archives of exclusive content; and discounts on TDWI education, including conferences, seminars, and CBIP exams.

To learn more about TDWI Membership, visit www.tdwi.org/Membership.