TDWI RESEARCH

2007 TDWI Salary, Roles, and Responsibilities Report

THE DATA WAREHOUSING INSTITUTE

2007 TDWI Salary, Roles, and Responsibilities Report

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PURPOSE, METHODS, AND DEMOGRAPHICS

Purpose

The purpose of this report is to gain a sense of the people and teams who built and maintained business intelligence (BI) and data warehousing (DW) solutions during the 2006 calendar year. This report will use the term "BI" to refer to both business intelligence and data warehousing initiatives, and the term "BI professionals" to the individuals who deliver these initiatives. Specifically, the report looks at individual compensation, roles, responsibilities, skills, and experience among BI professionals. It also provides profiles of the 10 most common BI roles, examining age, gender, education, job satisfaction, salary and bonus, certification, background, and other characteristics.

Methods

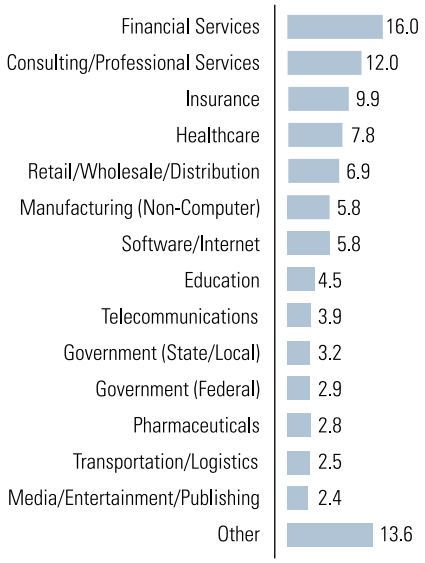
This report is based on a Web survey of 1,298 qualified data warehousing and business intelligence professionals in the U.S. and Canada, conducted in the fall of 2006. To ensure the greatest accuracy of our compensation data, we decided not to survey worldwide BI professionals. Qualified respondents are full-time IT professionals, consultants, systems integrators, or business sponsors or users. Responses from vendor representatives in sales, marketing, and development; professors and students; and part-time employees were not counted. Multi-choice answers and rounding account for percentage totals that do not equal 100 percent.

Demographics

The importance of data warehousing to financial services, insurance, and healthcare organizations is reflected in their dominance among industries represented in the 2007 TDWI salary survey. As in past years, financial services claimed the top spot, with 16 percent of the respondent pool. The second-place ranking of consulting/professional services signals the growing practice of companies hiring external consultancies to design, test, implement, and maintain BI/DW systems.

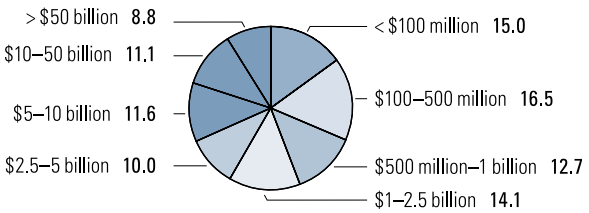
On the low end of the industry demographics scale are computer manufacturing, utilities, hospitality/travel, chemical/petroleum, food/beverage, nonprofit/trade association, aerospace, advertising/marketing/PR, agriculture, construction/architecture/engineering, and real estate. Those industries are grouped together in the 13.6 percent "Other."

INDUSTRY REPRESENTATION (%)



Continuing a trend from the previous year, the percentage of survey respondents from organizations with at least $1 billion in annual revenues increased to 55.6 percent in 2006, up from 52 percent in 2005 and up from 44 percent in 2004. This trend suggests that large organizations continue to invest heavily in BI/DW.

ORGANIZATION REVENUES (%)



Organizations are steadily progressing toward BI/DW maturity, TDWI's salary survey data indicates. For instance, the percentage of respondents reporting a "relatively mature BI environment" increased from 19.7 percent in 2005 to 20.7 percent in 2006. Conversely, the number of respondents "getting serious about BI for the first time" decreased, from 21.3 percent in 2005 to 17.8 percent in 2006.

Despite this progression, the data also makes clear that BI/DW implementations will likely remain on an upward curve for the foreseeable future. More than 56 percent of respondents said they are either getting serious about BI for the first time, doing a major overhaul, or expanding after a first major iteration.

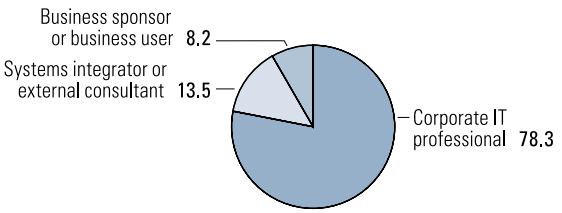
WHICH BEST DESCRIBES YOUR ORGANIZATION'S BI IMPLEMENTATION? (%)

	2006	2005
We're getting serious about BI for the first time	17.8	21.3
We're doing a major overhaul of our BI program to better meet user needs or support a new strategy	19.1	20.6
We are building or have completed our first major iteration and are looking to expand	20.0	18.8
We've completed two or more major iterations that have been relatively successful	23.0	19.6
We manage a relatively mature BI environment that delivers significant business value	20.7	19.7

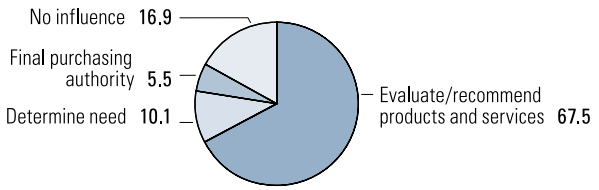
Consistent with past TDWI salary surveys, the majority (78.3 percent) of respondents identified themselves as corporate IT professionals. The number of business-side respondents inched up slightly, from 6.8 percent in 2005 to 8.2 percent in 2006, which may reflect the recognized trend toward greater business-side involvement in BI/DW systems.

More than two-thirds of respondents are tasked with evaluating and recommending BI/DW products and services, while just 5.5 percent have final purchasing authority. Nearly 17 percent have no influence in BI/DW purchasing processes.

POSITIONS (%)



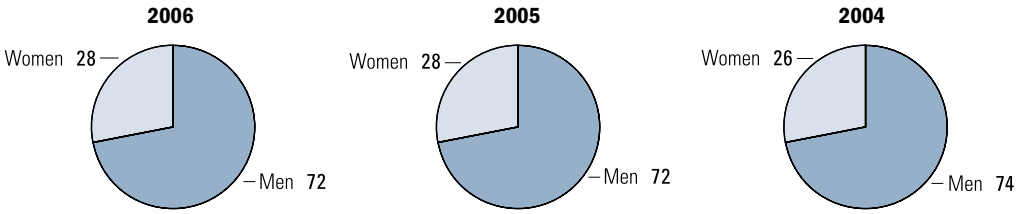
PURCHASING AUTHORITY OF INDIVIDUALS (%)



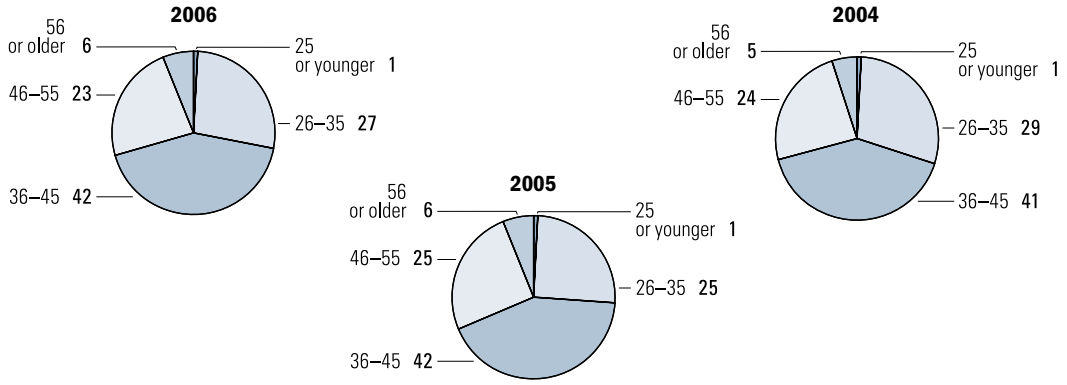
The industry continues to be dominated by men in their late 30s and early 40s. Nearly three-quarters of respondents are male, and 42 percent of respondents are between the ages of 36 and 45. The gender breakdown has remained fairly constant during the past three years, with female BI/DW practitioners comprising slightly more than one-quarter of the total.

The data illustrates that a young person requires several years of IT experience and skills development before joining the ranks of BI/DW practitioners. Just 1 percent of respondents are age 25 or younger, meaning that few progress directly from college to a career in BI.

INDUSTRY PROFILE BY GENDER (%)

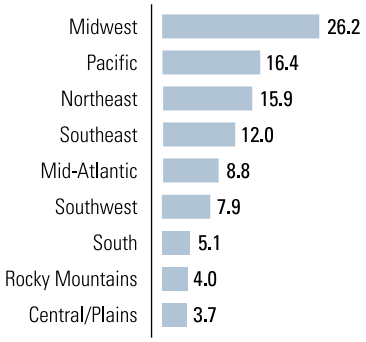


INDUSTRY PROFILE BY AGE (%)



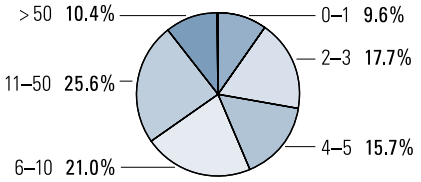
In the U.S., the greatest concentration of BI/DW practitioners is in the Midwest, with the Pacific and Northeast states second and third, respectively. Canadian respondents totaled 99, or 7.6 percent of the 1,298 total survey respondents.

IN WHICH U.S. REGION ARE YOU LOCATED? (%)



The survey data shows that two-thirds of organizations (64 percent) have BI/DW teams with 10 or fewer full-time team members devoted to BI/DW tasks. However, there is also a sizable percentage of very large BI/DW teams. One-quarter of organizations (25.6 percent) have between 11 and 50 team members, and 10 percent have more than 50 full-time BI/DW team members.

HOW MANY FULL-TIME STAFF MEMBERS ON YOUR TEAM ARE DEVOTED TO BI/DW TASKS?



COMPENSATION

Salary Trends

BI salaries marched ahead in 2006 with a steady 3.2 percent increase, TDWI salary survey data shows. The average salary climbed from $91,678 in 2005 to $94,615 in 2006, making it probable that the average salary will reach six figures in the next several years.

The wage increase reflects the premium that organizations put on BI/DW systems and skilled BI professionals as key enablers of improved business performance and profitability. This goes hand-in-glove with TDWI salary survey demographic data, which indicates that more than half of organizations plan to substantially expand their BI/DW implementations in the years to come. And it corresponds with a 2006 increase in job satisfaction and a decrease in the number of individuals looking for a new job.

The 3.2 percent salary increase is in line with a 3.1 percent increase reported in *Computerworld*'s 2006 salary survey, which covers a broad range of 14,470 IT professionals in the U.S. On the other hand, the $94,615 average salary for BI/DW professionals is considerably higher than the $81,094 average salary for all IT titles reported in the *Computerworld* study. (It should be noted that the TDWI and *Computerworld* surveys use different criteria. TDWI's survey counted only full-time employees in the U.S. and Canada, where wages are lower; *Computerworld*'s respondents came only from the U.S., but included both full- and part-time employees.)

This is the fourth consecutive year in which salaries have risen in the TDWI salary survey, starting at $82,997 in 2002. The median salary increased by 4.2 percent, from $88,250 in 2005 to $92,000 in 2006, and is significantly higher than the $78,000 median in the *Computerworld* study. Average salaries increased more in 2006 than in 2005 (3.2 percent versus 2.3 percent), but the increases were smaller than the rate of gain in 2004 (4.6 percent) and consistent with 2003.

AVERAGE (MEAN) SALARIES

	2006	2005	2004	2003	2002	2001
Avg. Salary	$94,615	$91,678	$89,559	$85,619	$82,997	$83,641
Y-Y %	3.2%	2.3%	4.6%	3.2%	-1%	--

MEDIAN SALARIES

	2006	2005	2004	2003	2002
Median	$92,000	$88,250	$86,320	$83,000	$78,000
Y-Y %	4.3%	2.2%	4.0%	6.4%	–

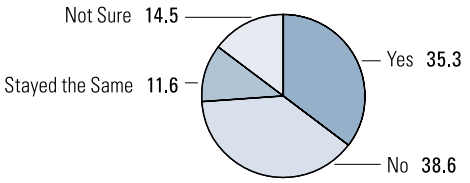
The year 2006 was a solid year for higher wage increases. More than 49 percent of respondents enjoyed raises of 4 percent or more in 2006, compared to 43 percent in 2005. In addition, the percentage of respondents reporting decreased or unchanged salaries fell to the lowest level in the past several years.

AVERAGE SALARY CHANGES (%)

	2006	2005	2004
Decrease	2.3	2.6	3.6
No Change	7.5	10.8	12.1
1–3%	40.8	43.3	41.6
4–5%	20.9	18.5	18.5
6–10%	19.7	17.1	17.4
11–20%	6.7	5.7	5.3
20+%	2.1	1.8	1.4

More than one-third of respondents reported that their raises were greater than the standard wage increases given to others in the organization. This figure is up from 2005 (35.3 percent versus 29.4 percent) and dovetails with the general upturn in compensation found in this year's TDWI salary survey.

DID YOUR 2006 BASE SALARY INCREASE BY MORE THAN THE ORGANIZATION'S STANDARD WAGE INCREASE? (%)

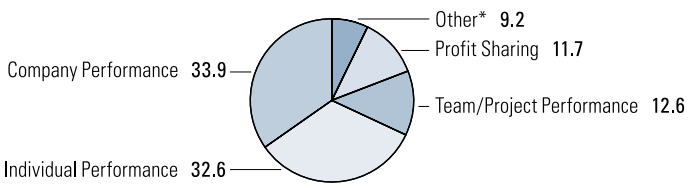


The percentage of employees receiving bonuses climbed to 65.7 percent—the highest level in the last several years, and way above the 60 percent mark from 2005. More than two-thirds of bonuses were awarded for company or individual performance.

RESPONDENTS RECEIVING BONUSES (%)

2006	2005	2004	2003	2002	2001
65.7	59.9	56.5	55	53	55

TYPES OF BONUSES (%)



*Includes signing, retention, holiday, and hot skills

On average, bonuses increased 3.2 percent in 2006, up from $12,497 in 2005 to $12,891 in 2006. The 3.2 percent increase is identical with results in the *Computerworld* salary survey, but notably lower than the 10.5 percent increase recorded in the 2005 TDWI salary survey.

AVERAGE BONUSES

	2006	2005	2004	2003	2002	2001
Avg. Bonus	$12,891	$12,497	$11,309	$10,764	$12,276	$9,657
Y-Y %	+3.2%	+10.5%	+5.1%	-12.3%	+27%	--

With wages and bonuses both on the rise, fewer BI/DW professionals are supplementing their income with second jobs. The number of "moonlighting" respondents fell below 10 percent for the first time—less than half the rate of 20 percent who held second jobs in 2002. The percentage of respondents receiving stock options remained fairly constant at 24 percent.

OPTIONS AND MOONLIGHTING (%)

	2006	2005	2004	2003	2002
Receiving options	24	23	26	27	26
Moonlighting	9	15	12	13	20

Salary Breakdowns

With the exception of business sponsor, 2006 saw stagnation and decline in the most highly paid positions, while a handful of lower-paid positions enjoyed substantial jumps. The average salary for business sponsors increased 7.3 percent, to $122,087. It should be noted that business sponsors account for just 2.3 percent of the respondent pool, and the statistically small sample can be prone to pronounced year-to-year fluctuation.

The role of BI director was once again high on the list, though its average salary inched forward just 1.3 percent to $118,794 in 2006. Total average compensation for a BI director receiving a bonus (averaging a hefty $25,052) calculates to $143,846. The third and fourth most highly paid positions—lead information architect and BI program manager—each suffered declines in average salary in 2006.

The greatest leap in average salary was for technical architects/systems analysts, who pocketed 13.3 percent more on average in 2006. Average salaries for that role leapt from $80,984 to $91,756. Data acquisition (ETL) and decision support (BI) architects and developers also enjoyed above-par wage increases of 5.5 percent and 4.3 percent, respectively. Interestingly, the higher wages for those two titles parallel growth in their prevalence as secondary roles for BI/DW practitioners. (For more information, see the Secondary Roles section, page 17).

The higher salaries for mid-tier technical personnel suggest that organizations are investing in the skills necessary to better manage the acquisition and delivery of data to improve decision making, optimize performance, and comply with regulations.

TOP SALARIES AND BONUSES BY KEY ROLES

Role	2006 Salary ($)	2005 Salary ($)	Change (%)	Receiving Bonus (%)	Average Bonus ($)
Business Sponsor	122,087	113,743	7.3	83	30,174
BI Director	118,794	117,260	1.3	75	25,052
Lead Information Architect	104,939	107,239	-2.1	66	14,532
BI Program Manager	100,084	100,950	-<1	77	12,025
BI Project Manager	93,145	91,513	1.8	69	10,285
Technical Architect/Systems Analyst	91,756	80,984	13.3	63	10,013
Decision Support (BI) Architect/Developer	90,477	86,757	4.3	62	9,170
Database Administrator	89,282	n/a*	n/a*	58	11,426
Data Acquisition (ETL) Architect/ Developer	84,340	79,937	5.5	55	6,552
Business Requirements Analyst	82,138	76,893	6.8	51	9,396
Data Analyst/Data Modeler	80,730	80,130	<1	55	8,871

*The name of the role is revised. Year-to-year comparisons are not possible.

The poor (relatively speaking) got richer in 2006, as education and state/local government—two public sector verticals traditionally on the low end of the salary scale—both posted double-digit jumps in average wages.

Education respondents reported salary increases of 12.8 percent, while state/local government respondents reported increases of 11.3 percent. The healthy wage increases are good news for BI/DW practitioners in the public sector. They may suggest that governmental and educational organizations are investing more heavily in both personnel and BI/DW systems to streamline operational efficiency and manage increasing volumes of data generated by legislative and executive mandates, as well as broader e-government systems.

Pharmaceuticals and consulting/professional services remained the top two most lucrative industries for BI/DW professionals in 2006, though their average wages dipped somewhat from 2005. Financial services, meanwhile, fell from fourth to seventh place because of a slight decline in average wage, as well as gains for federal employees and in retail/wholesale/distribution. Industries not represented in the table had statistically small samples.

AVERAGE SALARY BY INDUSTRY

	2006 ($)	2005 ($)	Change (%)	Respondents* (%)
Pharmaceuticals	106,194	107,925	-1.6	2.8
Consulting/Professional Services	103,478	103,509	-<1	12.0
Software/Internet	97,803	94,775	3.2	5.8
Retail/Wholesale/Distribution	97,235	93,165	4.4	6.9
Government (Federal)	94,961	89,717	5.8	2.9
Manufacturing (Non-Computer)	94,716	92,646	2.2	5.8
Financial Services	93,714	93,862	-<1	16.0
Healthcare	91,610	90,731	<1	7.8
Telecommunications	90,102	88,346	2.0	3.9
Insurance	88,213	85,824	2.8	9.9
Education	86,601	76,780	12.8	4.5
Government (State/Local)	73,626	66,142	11.3	3.2

*2006 data. Column does not total 100% because industries with low representation were excluded.

TDWI's salary survey data shows that the bigger the organization, the bigger the bucks (with an exception for organizations with less than $100 million in revenue). Six-figure salaries are the norm at companies with more than $10 billion in revenue, which account for nearly 20 percent of the respondent pool.

AVERAGE SALARY BY COMPANY REVENUES

	2006 ($)	2005 ($)	Respondents* (%)
<$100M	97,817	94,605	15.0
$100–500M	89,541	88,684	16.5
$500M–1B	92,396	86,303	12.7
$1–5B	94,433	93,047	24.1
$5–10B	99,973	96,455	11.6
$10–50B	100,007	98,056	11.1
$50B+	106,960	105,252	8.8

*2006 data

The mid-Atlantic states, with a 4.7 percent increase in average salaries (to $104,499), displaced the Northeast as the U.S. region with the highest BI/DW wages—and became the second U.S. region in which six-figure salaries for BI/DW professionals are the norm. The largest increase occurred in the South, where the average salary leaped 10.7 percent. The gap between the highest- and lowest-paying regions remained steady at approximately $20,000.

Average wages in Canada ($76,575) remained well below those in the U.S. ($96,105), and a small 1.1 percent increase in Canadian salaries was notably smaller than the 3.2 percent increase in North America as a whole. (We received 147 responses from Europe; these respondents' average 2006 salary in U.S. dollars was $72,003. Respondents from Canada and Europe were asked to convert their salaries into U.S. dollars.)

AVERAGE SALARY BY REGION

	2006 ($)	2005 ($)	Respondents* (%)
Mid-Atlantic	104,499	99,846	14.7
Northeast	100,541	100,069	8.1
Pacific	99,966	96,637	15.0
Southwest	98,302	92,650	7.3
Southeast	94,486	90,956	11.0
Rocky Mountains	91,703	87,186	3.7
Midwest	90,662	87,261	24.2
South	89,756	81,044	4.7
Central Plains	84,856	85,875	3.4
Canada	76,575	75,776	7.6

*2006 data

Salary by Gender, Age, and Experience

Wage growth for female BI/DW practitioners suffered a setback in 2006. Average salaries for women inched ahead less than 1 percent, from $87,686 in 2005 to $88,062 in 2006, while salaries for men jumped by 4.3 percent, from $93,157 to $97,121.

The gender disparity in wage growth pushed the margin between salaries for men and women to more than $9,000. The gap had closed to nearly $5,500 in 2005. Viewed another way, however, women have enjoyed larger wage increases than men from 2002 to 2006—16.5 percent for women and 13.2 percent for men.

AVERAGE SALARY BY GENDER ($)

	2006	2005	2004	2003	2002
Men	97,121	93,157	90,991	88,488	85,796
Women	88,062	87,686	85,482	79,558	75,584

In another setback for women, the average bonus for female BI/DW professionals declined 6.2 percent, while men enjoyed nearly a 6 percent increase. More women did receive bonuses in 2006, however, as female bonus recipients grew from 57 to 63 percent.

AVERAGE BONUS AND BONUS DISTRIBUTION BY GENDER

	2006 ($)	2005 ($)	Change (%)	Receiving Bonus* (%)
Men	13,954	13,175	5.9	66
Women	9,982	10,640	-6.2	63

*2006 data

Two age groups cracked the six-figure salary barrier for the first time in 2006. The greatest increase in average wage was pocketed by BI/DW professionals between the ages of 46 and 55, who saw their salaries increase 6.1 percent to $101,400. Over the years, the TDWI salary survey results have shown a generally consistent increase in earning power through middle age. Because of the small sample size for respondents ages 25 and under, the sizable salary decrease shown in the survey data should be taken with a grain of salt.

AVERAGE SALARY BY AGE ($)

	2006	2005	2004	2003	Respondents* (%)
<25	53,289	61,093	50,567	58,094	1.4
26–35	86,548	82,572	80,939	77,686	27.3
36–45	96,739	94,283	93,799	90,157	42.1
46–55	101,400	95,600	91,972	89,092	23.3
56–65	100,344	98,213	97,391	91,407	5.6

*2006 data

For the third consecutive year, average salaries declined for newcomers with one year of experience, suggesting that hiring managers are finding candidates for job openings with several years of experience and do not need to offer higher salaries to untested talent. Once your foot is in the BI/DW door, however, your earning power increases progressively with years of experience.

AVERAGE SALARY BY YEARS OF BI/DW EXPERIENCE ($)

	2006	2005	2004	Respondents* (%)
1 Year	82,548	83,443	90,702	6.2
2–3 Years	85,176	81,346	81,447	16.4
4–6 Years	89,960	87,564	83,744	29.1
7–9 Years	101,019	93,198	93,802	22.7
10+ Years	105,988	104,735	107,024	25.7

*2006 data

Unless a BI/DW professional remains at the same company for 20 years or more, he or she is rewarded for changing jobs periodically. Average salaries for new BI/DW hires exceeded $95,000 in 2006—more than the wages earned by those who have invested between 2 and 10 years at the same organization. Enterprising free agents with several years of skills development and accomplishments stand to cash in by shopping their talents around.

AVERAGE SALARY BY YEARS AT CURRENT COMPANY ($)

	2006	2005	Respondents* (%)
0–1 Years	95,308	93,670	20.7
2–3 Years	90,814	90,361	18.3
4–5 Years	94,043	89,509	15.3
6–10 Years	93,040	91,925	27.4
11–20 Years	96,958	94,152	11.7
20+ Years	104,430	94,620	6.6

*2006 data

When it comes to certifications and salary, more is not necessarily better. Individuals who hold four or more certifications have a lower average salary than those with fewer certifications, perhaps because those individuals have jumped across technology disciplines and not specialized in a single area. However, individuals who pass one to three certifications enjoy higher salaries than those who hold no certifications.

AVERAGE SALARY BY CERTIFICATIONS ($)

	2006	2005	Respondents* (%)
0 Certifications	93,687	90,769	56.4
1 Certification	96,320	91,449	18.9
2 Certifications	95,437	95,079	12.3
3 Certifications	98,102	93,615	6.7
4+ Certifications	92,702	90,145	5.8

*2006 data

Another indicator of high wages is purchasing authority. Individuals who evaluate and recommend products earned nearly $6,500 more than those who merely determine need. Managers endowed with final purchasing authority, naturally, top the list.

On the low end, those without purchasing influence (answering "none of the above") brought home only $83,119.

AVERAGE SALARY BY PURCHASING AUTHORITY ($)

	2006	2005	2004
Determine need	89,872	89,787	80,937
Evaluate/recommend	96,313	92,641	90,851
Final purchasing authority	117,719	114,553	115,791
None of the above	83,119	79,078	75,689

Average salaries in relation to BI maturity take the shape of a distorted bell curve. Organizations "getting serious about BI for the first time" offer the least compensation to BI/DW professionals, at $89,961 in 2006.

Salaries rise progressively as organizations deepen their commitment to BI/DW and offer more attractive wages to the people who design, deploy, and maintain their analytic systems. As was the case in 2005, the highest salaries went to those at organizations doing a "major overhaul" of BI systems to better support user needs. Here, organizations must hire experienced BI/DW professionals to address challenges that plagued earlier implementations or develop an entirely new architecture and project plan to support a new vision for the BI/DW environment.

Once an environment is "relatively mature," however, average salaries hit the downslope of the bell curve, settling in at $95,589 in 2006.

AVERAGE SALARY BY BI/DW MATURITY ($)

	2006	2005
We're getting serious about BI for the first time	89,961	87,061
We're doing a major overhaul of our BI program to better support user needs	98,299	94,884
We're building or have completed our first major iteration	91,956	89,832
We've completed two or more major iterations that have been relatively successful	96,475	93,375
We manage a relatively mature BI environment that delivers significant business value	95,589	91,047

Job Satisfaction

Job satisfaction in 2006 reached the highest level in the past three years. Forty-nine percent of respondents reported "high" or "very high" job satisfaction, up from 2005 (42.7 percent) and 2004 (48 percent). Just 9.6 percent rated their job satisfaction as "low" or "very low" in 2006—down from 12.5 percent the year before.

HOW WOULD YOU RATE YOUR SATISFACTION IN YOUR CURRENT POSITION? (%)

	2006	2005	2004
Very High	9.7	7.7	11
High	39.3	35.0	37
Moderate	41.1	44.8	44
Low	7.2	9.7	6
Very Low	2.4	2.8	2

Correspondingly, a pronounced spike is seen in the number who feel fairly compensated—up to 49.9 percent in 2006 (from 40.9 percent the year before). Meanwhile, the number of serious job-seekers declined to 13.6 percent, the lowest level in the past three years. Nearly 45 percent stated they are not at all in the job market, a notable increase from 2005.

ARE YOU FAIRLY COMPENSATED? (%)

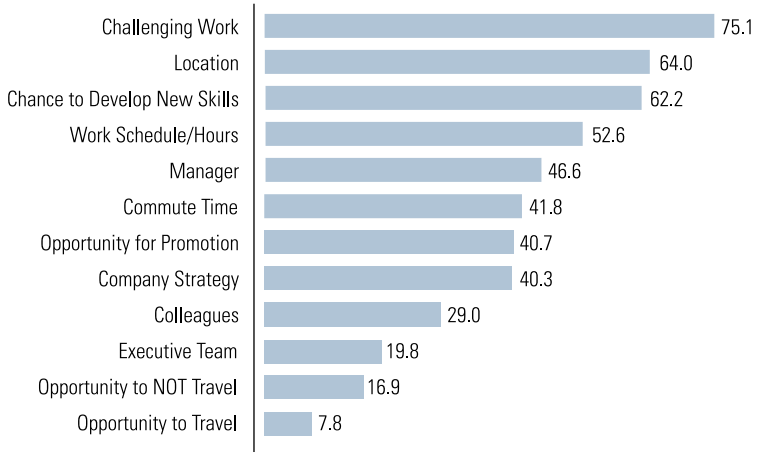
	2006	2005	2004
Yes	49.9	40.9	43
No	32.5	39.3	36
Not Sure	17.6	19.9	22

ARE YOU LOOKING FOR A NEW JOB OUTSIDE YOUR COMPANY? (%)

	2006	2005	2004
Yes, definitely	13.6	15.2	18
Somewhat, but not seriously	41.9	45.5	43
No	44.5	39.4	39

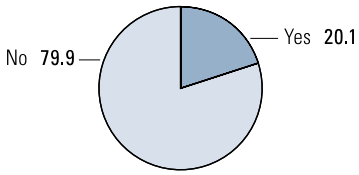
In considering a new job, salary is always the top criterion. Besides salary, BI/DW professionals value the opportunity for challenging work and to develop new skills in a desirable location. A good work schedule and hours also made the top five criteria for many respondents.

BESIDES SALARY, WHAT ARE THE TOP 5 CONSIDERATIONS FOR A NEW JOB? (%)



For the first time, we asked respondents whether they were concerned about losing their jobs to an outsourcing/offshoring external service provider. While a fair number (20.1 percent) answered affirmatively, the majority appears to believe that outsourcing is not a significant threat to their livelihood.

ARE YOU CONCERNED THAT YOU MIGHT LOSE YOUR JOB TO OUTSOURCING/OFFSHORING? (%)



ROLES AND RESPONSIBILITIES

Primary Roles

The year 2006 saw a significant jump in the number of data acquisition (ETL) architects and developers in the TDWI salary survey pool. Respondents claiming that role increased from 9.8 percent in 2005 to 11.3 percent in 2006, making it the second most prevalent role. This growth reflects the increased emphasis that organizations are placing on ETL technology, not just for traditional data warehousing, but also for data exchange among operational applications, data migration from legacy systems to Web-based systems, real-time analytics, and other data-centric initiatives.

2006 PRIMARY ROLES (%)

BI Program Manager	12.9
Data Acquisition (ETL) Architect/Developer	11.3
BI Project Manager	10.9
BI Director	10.5
Lead Information Architect	9.4
Data Analyst or Data Modeler	8.0
Decision Support (BI) Architect/Developer	8.0
Technical Architect/Systems Analyst	7.7
Business Requirements Analyst	3.9
Database Administrator	3.5
Data Warehouse Administrator	3.0
Business Sponsor or Driver	2.3
Subject Matter Expert	2.1
BI Support and Service	1.7
Data Administrator or Metadata Manager	1.5
Data Owner/Steward	1.2
Data Quality Analyst	1.2
Business User	<1
BI Trainer	<1

Secondary Roles

BI/DW professionals took on more data-related secondary roles in 2006. The secondary role of data analyst/data modeler rose to the top of the list, filled by 44 percent of respondents, up four percentage points from 2005.

The secondary role of data acquisition (ETL) architect or developer leaped into second place, filled by 32 percent of respondents, up from 29 percent the year before. The third most prevalent role is decision support (BI) architect/developer, up to 32 percent from 28 percent.

On average, BI professionals fill about three secondary roles. The average number of roles filled increased slightly, from 3.18 in 2005 to 3.27 in 2006.

NUMBER OF SECONDARY ROLES (%)

	2006	2005
0 Roles	2.5	2.8
1 Role	9.4	8.9
2 Roles	24.7	26.8
3 Roles	30.6	31.6
4 Roles	14.1	13.1
5 Roles	9.1	7.3
6 Roles	3.1	3.5
7+ Roles	6.6	5.9

2006 Average = 3.27 Roles
2005 Average = 3.18 Roles

TOP SECONDARY ROLES (%)

Data Analyst or Data Modeler	44.1
Data Acquisition (ETL) Architect/Developer	32.2
Decision Support (BI) Architect/Developer	32.2
Technical Architect/Systems Analyst	32.1
Business Requirements Analyst	29.3
BI Project Manager	27.9
Lead Information Architect	27.3
Subject Matter Expert	26.2
BI Program Manager	23.3
Data Warehouse Administrator	18.9
Data Quality Analyst	18.3
BI Support and Service	17.8
BI Director	14.3
Data Administrator or Metadata Manager	13.3
Database Administrator	12.0
BI Trainer	11.6
Data Owner/Steward	10.4
Business Sponsor/Driver	9.0
Business User	7.2

BI Director

GENERAL DESCRIPTION

- Owns or directly shapes the BI strategy, architecture, and budget
- Oversees program and project managers, architects, and specialists
- Serves as liaison between the business and the BI team
- Develops marketing and communications programs for the BI program
- Communicates benefits of the BI environment to executives and users

KEY RESPONSIBILITIES

- Develops the vision and business case for the BI program
- Sells the BI program to executives and other managers
- Works with architects to create a high-level, enterprise architecture to support a growing portfolio of BI applications
- Hires and oversees BI program and project managers and architects
- Interfaces with business sponsors and drivers and steering committees
- Meets business criteria for successful BI implementations

KEY SKILLS

- Sales
- Marketing
- Communications
- Leadership
- Delegation
- Knowledge and design of data warehouses
- Flexibility, diplomacy, and problem-solving

KEY DELIVERABLES

- BI funding
- BI strategy
- BI budget
- BI architecture
- BI team

COMMON SECONDARY ROLES

Average Number of Secondary Roles—2.8

BI program manager (49%), BI project manager (34%), lead information architect (26%), subject matter expert (23%)

BI DIRECTOR AVERAGES

Annual Salary	$118,794
Bonuses	$25,052
Average Salary Change from 2005	1.3%
Age	41.9 years
BI Experience	7.9 years
Number of Certifications	1.1
Years at Company	6.1 years
Percent Getting a Bonus	75%
Types of Bonuses	Company (70%), individual (64%), team (30%), profit sharing (17%)
Job Satisfaction	Very high or high 54%, moderate 37%, low or very low 9%
Fairly Compensated?	Yes 60%, no 30%, unsure 10%
Looking for New Job?	Yes 18%, somewhat 41%, no 40%
Gender	Male 84%, female 16%
Level of Education	Bachelor's degree 54%, master's degree 36%, associate's degree 3%, high school 4%, PhD 2%
Outside Income?	Yes 5%
Options?	Yes 42%
Purchasing Authority	Final purchasing authority 28%, evaluate/recommend products 67%, determine need 2%, none 3%
Professional Background	Technical 76%, business 21%, academic 1%, other 2%
Time Spent on BI Projects	Full 51%, three-quarters 21%, one-half 14%, one-quarter 15%

Lead Information Architect

GENERAL DESCRIPTION

- Coordinates the work of technical, data, ETL, and BI architects
- Oversees the design of the data and technical architecture for the data warehouse
- Oversees the development of logical and physical data models, ETL scripts, metadata definitions and models, queries and reports, schedules, work processes, and maintenance procedures
- Ensures proper backup and recovery processes
- Supervises selection of hardware, storage, and software products

KEY RESPONSIBILITIES

- Creates a robust, sustainable architecture that supports requirements and provides for expansion given budgetary constraints and availability of data and skilled resources
- Evaluates and selects various data warehousing tools and components
- Coordinates multiple architects responsible for development, integration, administration, and evolution of the data warehouse

KEY SKILLS

- Prior experience building data warehouses
- Data modeling, database administration, and performance tuning
- SQL, ETL, OLAP
- Operating platforms
- Metadata management
- Use-case analysis
- Conceptual and analytic skills
- Knowledge of business domain
- Ability to balance theory and practical reality

KEY DELIVERABLES

- Architecture and strategy documentation
- Use-case analysis report
- Capacity planning analysis
- Job development guidelines
- Administrative management plan

COMMON SECONDARY ROLES

Average Number of Secondary Roles—3.8

Data analyst/data modeler (64%), technical architect/systems analyst (51%), data acquisition (ETL) architect/developer (49%), decision support (BI) architect/developer

LEAD INFORMATION ARCHITECT AVERAGES

Annual Salary	$104,939
Bonuses	$14,532
Average Salary Change from 2005	–2.1%
Age	41.8 years
BI Experience	8.0 years
Number of Certifications	1.1
Years at Company	6.0 years
Percent Getting a Bonus	66%
Types of Bonuses	Individual (69%), company (60%), profit sharing (33%), team (23%)
Job Satisfaction	Very high or high 54%, moderate 38%, low or very low 8%
Fairly Compensated?	Yes 55%, no 27%, unsure 18%
Looking for New Job?	Yes 16%, somewhat 43%, no 41%
Gender	Male 78%, female 22%
Level of Education	Bachelor's degree 57%, master's degree 32%, associate's degree 6%, PhD 4%, high school 2%
Outside Income?	Yes 14%
Options?	Yes 23%
Purchasing Authority	Final purchasing authority 1%, evaluate/recommend products 87%, determine need 6%, none 7%
Professional Background	Technical 89%, business 8%, academic 2%, other 1%
Time Spent on BI Projects	Full 54%, three-quarters 20%, one-half 12%, one-quarter 11%, none 2%

BI Program Manager

GENERAL DESCRIPTION

- Oversees the management and direction of multiple data warehousing projects
- Aligns data warehousing projects with business strategy
- Works with BI director to liaison with business sponsors and executives
- Works with BI director to secure and maintain funding
- Manages BI stewards and steering committees

KEY RESPONSIBILITIES

- Staffs project teams
- Facilitates the prioritization of projects and requirements among competing business interests
- Coordinates with various business and technical groups whose support is needed to build or deploy data warehouses
- Establishes standards for technology and business processes
- Coordinates and aligns multiple data warehousing projects
- Measures results

KEY SKILLS

- Knowledge of business
- Prior data warehousing experience
- Communications and marketing
- Managing multiple project teams
- Managing multiple, complex enterprise projects
- Strategic and financial planning

KEY DELIVERABLES

- Strategic plans
- Steering committee priorities and plans
- Funding requests
- Corporate budgets
- Return on investment reports

COMMON SECONDARY ROLES

Average Number of Secondary Roles—3.1

BI project manager (39%), business requirements analyst (30%), subject matter expert (28%)

BI PROGRAM MANAGER AVERAGES

Annual Salary	$100,084
Bonuses	$12,025
Average Salary Change from 2005	–<1%
Age	41.5 years
BI Experience	7.0 years
Number of Certifications	0.9
Years at Company	7.2 years
Percent Getting a Bonus	77%
Types of Bonuses	Individual (63%), company (58%), team (24%), profit sharing (19%), retention (3%)
Job Satisfaction	Very high or high 56%, moderate 34%, low or very low 10%
Fairly Compensated?	Yes 49%, no 28%, unsure 23%
Looking for New Job?	Yes 10%, somewhat 41%, no 49%
Gender	Male 71%, female 29%
Level of Education	Bachelor's degree 55%, master's degree 33%, associate's degree 5%, high school 4%, PhD 2%
Outside Income?	Yes 8%
Options?	Yes 28%
Purchasing Authority	Final purchasing authority 8%, evaluate/recommend products 79%, determine need 5%, none 7%
Professional Background	Technical 63%, business 26%, academic 4%, other 7%
Time Spent on BI Projects	Full 60%, three-quarters 17%, one-half 14%, one-quarter 8%, none 1%

BI Project Manager

GENERAL DESCRIPTION

- Manages a single data warehousing project
- Develops budgets and plans
- Secures resources and personnel
- Manages a team of developers and contractors
- Prioritizes requirements, schedules tasks, communicates progress

KEY RESPONSIBILITIES

- Develops plans and schedules
- Scopes project, manages scope changes
- Prioritizes requirements, manages expectations
- Establishes budgets
- Hires and manages personnel
- Communicates progress
- Coordinates training
- Measures ROI

KEY SKILLS

- Project management
- Communication
- Leadership
- Decision making
- Delegation
- Knowledge and design of data warehouses
- Flexibility, diplomacy, and problem-solving

KEY DELIVERABLES

- Project and resource plans
- Funding requests
- Success metrics
- Training plans
- Scope documentation
- Status reports
- Acceptance criteria

COMMON SECONDARY ROLES

Average Number of Secondary Roles—3.2

Business requirements analyst (43%), data analyst/data modeler (36%), subject matter expert (32%), decision support (BI) architect/developer (28%), data acquisition (ETL) architect/developer (24%)

BI PROJECT MANAGER AVERAGES

Annual Salary	$93,145
Bonuses	$10,285
Average Salary Change from 2004	1.8%
Age	40.0 years
BI Experience	7.0 years
Number of Certifications	1.0
Years at Company	5.9 years
Percent Getting a Bonus	69%
Types of Bonuses	Company (55%), individual (54%), team (22%), profit sharing (18%),
Job Satisfaction	Very high or high 46%, moderate 40%, low or very low 13%
Fairly Compensated?	Yes 47%, no 41%, unsure 12%
Looking for New Job?	Yes 14%, somewhat 39%, no 47%
Gender	Male 67%, female 33%
Level of Education	Bachelor's degree 52%, master's degree 41%, associate's degree 5%, high school 1%
Outside Income?	Yes 4%
Options?	Yes 18%
Purchasing Authority	Final purchasing authority 3%, evaluate/recommend products 69%, determine need 14%, none 14%
Professional Background	Technical 64%, business 26%, academic 3%, other 8%
Time Spent on BI Projects	Full 60%, three-quarters 23%, one-half 9%, one-quarter 6%, none 2%

Technical Architect/Systems Analyst

GENERAL DESCRIPTION

- Defines and documents the technical architecture of the data warehouse, including the physical components and their functionality
- Evaluates, selects, tests, and optimizes hardware and software products

KEY RESPONSIBILITIES

- Assesses current technical architecture
- Estimates system capacity to meet near- and long-term processing requirements
- Writes specifications for client machines, application servers, database servers, and networks

KEY SKILLS

- Technical design skills
- Understanding of the capabilities of vendor infrastructure products, including SMP (symmetric multiprocessing) and MPP (massively parallel processing) systems
- Knowledge of data warehousing architectural approaches
- Conceptual and analytical skills

KEY DELIVERABLES

- Capacity planning estimates
- Technical architecture documents
- Hardware and software product recommendations
- Cost estimates for technical components
- Regular performance and capacity planning audits

COMMON SECONDARY ROLES

Number of Secondary Roles—3.3

Data analyst/data modeler (46%), data acquisition (ETL) architect/developer (45%), decision support (BI) architect/developer (42%), lead information architect (41%)

TECHNICAL ARCHITECT/SYSTEMS ANALYST AVERAGES

Annual Salary	$91,756
Bonuses	$10,013
Average Salary Change from 2005	13.3%
Age	40.4 years
BI Experience	6.2 years
Number of Certifications	0.8
Years at Company	7.5 years
Percent Getting a Bonus	63%
Types of Bonuses	Company (63%), individual (52%), team (27%), profit sharing (21%)
Job Satisfaction	Very high or high 51%, moderate 40%, low or very low 9%
Fairly Compensated?	Yes 59%, no 26%, unsure 15%
Looking for New Job?	Yes 6%, somewhat 52%, no 42%
Gender	Male 84%, female 16%
Level of Education	Bachelor's degree 60%, master's degree 29%, associate's degree 6%, high school 3%, PhD 2%
Outside Income?	Yes 11%
Options?	Yes 19%
Purchasing Authority	Final purchasing authority 0%, evaluate/recommend products 80%, determine need 9%, none 11%
Professional Background	Technical 89%, business 3%, academic 4%, other 4%
Time Spent on BI Projects	Full 44%, three-quarters 14%, one-half 19%, one-quarter 15%, none 8%

Decision Support (BI) Architect/Developer

GENERAL DESCRIPTION

- Works with end users and business analysts to ensure tight fit between BI environment and business requirements
- Designs and manages the BI tools and applications environment
- Configures BI tools, develops the semantic layer and metadata, and creates reports and report definitions
- Creates and delivers end-user training and documentation and provides second-line support to power users who develop reports on behalf of their departmental colleagues

KEY RESPONSIBILITIES

- Installs, configures, deploys, and tunes BI tools and analytic servers
- Troubleshoots BI tool problems and tunes for performance
- Develops multidimensional semantic layer and BI query objects for end users
- Creates reports and report templates
- Helps business users select the appropriate BI tool(s)
- Develops and manages BI training, documentation, and help desk capabilities

KEY SKILLS

- Translating business questions and requirements into reports, views, and BI query objects
- Knowledge of BI tool architectures, functions, and features
- Understanding of SQL and relational and multidimensional designs
- Strong problem-solving and metadata skills
- Understanding of BI tool architecture, functions, features
- Customizing BI tools to meet user needs

KEY DELIVERABLES

- Standardized use of BI tools and semantic layers throughout the organization
- Repository of best practices on installing, configuring, and using BI tools for more productivity
- Reports, templates, and analytical views
- BI training, documentation, and help desk support

COMMON SECONDARY ROLES

Average Number of Secondary Roles—3.7

Data analyst/data modeler (55%), data acquisition (ETL) manager/developer (43%), technical architect/systems analyst, BI support/service (34%)

DECISION SUPPORT (BI) ARCHITECT/DEVELOPER AVERAGES

Annual Salary	$90,477
Bonuses	$9,170
Average Salary Change from 2005	4.3%
Age	38.8 years
BI Experience	6.1 years
Number of Certifications	1.1
Years at Company	4.2 years
Percent Getting a Bonus	62%
Types of Bonuses	Company (56%), individual (50%), team (23%), profit sharing (20%)
Job Satisfaction	Very high or high 49%, moderate 40%, low or very low 11%
Fairly Compensated?	Yes 47%, no 36%, unsure 17%
Looking for New Job?	Yes 20%, somewhat 35%, no 45%
Gender	Male 74%, female 26%
Level of Education	Bachelor's degree 53%, master's degree 30%, associate's degree 8%, high school 7%, PhD 3%
Outside Income?	Yes 12%
Options?	Yes 21%
Purchasing Authority	Final purchasing authority 2%, evaluate/recommend products 70%, determine need 13%, none 14%
Professional Background	Technical 73%, business 15%, academic 8%, other 4%
Time Spent on BI Projects	Full 74%, three-quarters 13%, one-half 7%, one-quarter 4%, none 2%

Database Administrator

GENERAL DESCRIPTION

- Ensures overall health and performance of database serving as data warehouse
- Monitors performance, reliability, availability, and recoverability
- Maps logical data models to physical data models
- Administers user access protocols

KEY RESPONSIBILITIES

- Designs, implements, and tunes database schemas
- Conducts regular performance testing and tuning
- Manages storage space and memory
- Implements and maintains operational and disaster recovery procedures
- Capacity planning
- Optimizes database partitions
- Creates and optimizes physical tables and partitions
- Implements dimensional models, including aggregation and indexing strategies
- Manages user accounts and access privileges
- Implements vendor software patches

KEY SKILLS

- Experience in managing relational database systems
- SQL, ODBC
- Operating systems expertise
- Knowledge of ETL and query tools
- 3GL/4GL programming and scripting languages
- Metadata management
- Strong conceptual and analytic skills

KEY DELIVERABLES

- Analysis of usage patterns and downtime
- Log of technical action reports
- Documenting configuration and integration with applications and network resources
- Maintaining backup and recovery documentation

COMMON SECONDARY ROLES

Average Number of Secondary Roles—3.2

Data warehouse administrator (58%), data analyst/data modeler (49%), technical architect/systems analyst (38%), lead information architect (17%), data acquisition (ETL) architect/developer (17%), decision support (BI) architect/developer (17%)

DATABASE ADMINISTRATOR AVERAGES

Annual Salary	$89,282
Bonuses	$11,426
Average Salary Change from 2005	N/A (role name is revised from previous year)
Age	43.1 years
BI Experience	6.0 years
Number of Certifications	0.8
Years at Company	9.0 years
Percent Getting a Bonus	58%
Types of Bonuses	Company (62%), individual (42%), profit sharing (15%), team (15%)
Job Satisfaction	Very high or high 51%, moderate 38%, low or very low 11%
Fairly Compensated?	Yes 49%, no 29%, unsure 22%
Looking for New Job?	Yes 16%, somewhat 44%, no 40%
Gender	Male 73%, female 27%
Level of Education	Bachelor's degree 53%, master's degree 16%, associate's degree 22%, high school 7%, PhD 2%
Outside Income?	Yes 7%
Options?	Yes 20%
Purchasing Authority	Final purchasing authority 2%, evaluate/recommend products 80%, determine need 9%, none 9%
Professional Background	Technical 84%, business 7%, academic 4%, other 4%
Time Spent on BI Projects	Full 22%, three-quarters 13%, one-half 29%, one-quarter 22%, none 13%

Data Acquisition (ETL) Architect/Developer

GENERAL DESCRIPTION

Responsible for the scripts required to extract, transform, clean, and move data and metadata so they can be loaded into a data warehouse, data mart, or operational data store

KEY RESPONSIBILITIES

Data acquisition managers oversee a team of ETL developers who have the following responsibilities:

- Work with business requirements analyst to identify and understand source data systems
- Map source system data to data warehouse models
- Develop and test extraction, transformation, and load (ETL) processes
- Define and capture metadata and rules associated with ETL processes
- Adapt ETL processes to accommodate changes in source systems and new business user requirements

KEY SKILLS

- Understanding of source and target data structures, ETL processes, and products
- Knowledge of 3GL/4GL programming languages and ETL products
- Strong problem-solving and metadata skills

KEY DELIVERABLES

- Complete mapping and transformation programs
- Schedules for extraction and load processes
- ETL metadata documented and maintained in metadata repository
- Database loadable files

COMMON SECONDARY ROLES

Average Number of Secondary Roles—3.0

Data analyst/data modeler (50%), technical architect/systems analyst (44%), decision support (BI tools) architect/developer (41%), data warehouse administrator (28%)

DATA ACQUISITION (ETL) ARCHITECT/DEVELOPER AVERAGES

Annual Salary	$84,340
Bonuses	$6,552
Average Salary Change from 2005	5.5%
Age	38.0 years
BI Experience	5.7 years
Number of Certifications	0.7
Years at Company	4.8 years
Percent Getting a Bonus	55%
Types of Bonuses	Individual (59%), company (58%), profit sharing (20%), team (19%)
Job Satisfaction	Very high or high 34%, moderate 56, low or very low
Fairly Compensated?	Yes 33%, no 39%, unsure 28%
Looking for New Job?	Yes 16%, somewhat 42%, no 42%
Gender	Male 81%, female 19%
Level of Education	Bachelor's degree 60%, master's degree 27%, associate's degree 6%, high school 2%, PhD 4%
Outside Income?	Yes 12%
Options?	Yes 22%
Purchasing Authority	Evaluate/recommend products 58%, determine need 10%, none 32%
Professional Background	Technical 84%, academic 7%, business 5%, other 5%
Time Spent on BI Projects	Full 76%, three-quarters 17%, one-half 3%, one-quarter 3%, none 1%

Business Requirements Analyst

GENERAL DESCRIPTION

- Serves as a liaison between the end users and data warehousing project team
- Coordinates business requirements for data

KEY RESPONSIBILITIES

- Interviews end users to determine requirements for data, reports, analyses, metadata, training, service levels, data quality, and performance
- Works with architects to translate requirements into technical specifications
- Helps identify and assess potential data sources
- Recommends appropriate scope of requirements
- Validates that data warehouse meets requirements and service level agreements
- Coordinates prototype reviews

KEY SKILLS

- Experience using data warehouse or analytical tools for business purposes
- Strong interpersonal and communications skills
- Ability to translate business requirements into technical requirements
- Knowledge of key data warehousing processes
- Respect from the business community

KEY DELIVERABLES

- Business requirements documentation
- Business priorities
- Prototype feedback

COMMON SECONDARY ROLES

Average Number of Secondary Roles—3.3

Subject matter expert (49%), data analyst/data modeler (39%), BI support and service (29%), data quality analyst (27%), technical architect/systems analyst (27%)

BUSINESS REQUIREMENTS ANALYST AVERAGES

Annual Salary	$82,138
Bonuses	$9,396
Average Salary Change from 2005	6.8%
Age	41.5 years
BI Experience	5.5 years
Number of Certifications	1.1
Years at Company	6.5 years
Percent Getting a Bonus	51%
Types of Bonuses	Individual (65%), company (60%), team (19%), profit sharing (15%)
Job Satisfaction	Very high or high 47%, moderate 47, low or very low 6%
Fairly Compensated?	Yes 39%, no 35%, unsure 25%
Looking for New Job?	Yes 20%, somewhat 37%, no 43%
Gender	Male 57%, female 43%
Level of Education	Bachelor's degree 49%, master's degree 27%, associate's degree 8%, high school 12%, PhD 4%
Outside Income?	Yes 6%
Options?	Yes 14%
Purchasing Authority	Final purchasing authority 2%, evaluate/recommend products 41%, determine need 16%, none 41%
Professional Background	Technical 41%, business 39%, academic 8%, other
Time Spent on BI Projects	Full 39%, three-quarters 10%, one-half 25%, one-quarter 18%, none 8%

Data Analyst/Data Modeler

GENERAL DESCRIPTION

Develops, manages, and updates data models, including physical and logical models of the data warehouse, data mart, and staging area, and sometimes the operational data store and source systems

KEY RESPONSIBILITIES

- Interviews business users to obtain data requirements for new analytic applications
- Designs conceptual and logical models for the data warehouse or data mart
- Communicates physical database designs to database administrator
- Evolves models to meet new and changing business requirements
- Develops processes for capturing and maintaining metadata from all data warehousing components

KEY SKILLS

- Strong conceptual, communications, and technical skills
- Ability to translate business needs into technical solutions
- Strong relational and dimensional data modeling and database design skills

KEY DELIVERABLES

- Source system recommendations
- Model management standards
- Logical and physical data models
- Meta model for metadata repository

COMMON SECONDARY ROLES

Average Number of Secondary Roles—3.1

Business requirements analyst (37%), data quality analyst (33%), data administrator/metadata manager (24%), subject matter expert (31%), decision support (BI) architect/developer (27%)

DATA ANALYST/DATA MODELER AVERAGES

Annual Salary	$80,730
Bonuses	$8,871
Average Salary Change from 2005	<1%
Age	42.5 years
BI Experience	6.0 years
Number of Certifications	0.9
Years at Company	5.5 years
Percent Getting a Bonus	55%
Types of Bonuses	Company (60%), individual (53%), profit sharing (25%), team (18%)
Job Satisfaction	Very high or high 46%, moderate 45%, low or very low 9%
Fairly Compensated?	Yes 50%, no 32%, unsure 18%
Looking for New Job?	Yes 7%, somewhat 40%, no 53%
Gender	Male 61%, female 39%
Level of Education	Bachelor's degree 53%, master's degree 30%, associate's degree 9%, high school 7%, PhD 2%
Outside Income?	Yes 12%
Options?	Yes 18%
Purchasing Authority	Final purchasing authority 0%, evaluate/recommend products 50%, determine need 13%, none 37%
Professional Background	Technical 69%, business 20%, academic 6%, other 5%
Time Spent on BI Projects	Full 44%, three-quarters 15%, one-half 15%, one-quarter 19%, none 6%

ABOUT **TDWI**

The Data Warehousing Institute™ (TDWI), a division of 1105 Media, Inc., is the premier provider of in-depth, high-quality education and research in the business intelligence and data warehousing industry. TDWI is dedicated to educating business and information technology professionals about the strategies, techniques, and tools required to successfully design, build, and maintain business intelligence and data warehousing solutions. It also fosters the advancement of business intelligence and data warehousing research and contributes to knowledge transfer and professional development of its Members. TDWI sponsors and promotes a worldwide Membership program, quarterly educational conferences, regional educational seminars, role-based training, onsite courses, certification, solution provider partnerships, an awards program for best practices, resourceful publications, an in-depth research program, and a comprehensive Web site (www.tdwi.org).

TDWI RESEARCH

TDWI Research provides research and advice for BI professionals worldwide. TDWI Research focuses exclusively on BI/DW issues and teams up with industry practitioners to deliver both broad and deep understanding of the business and technical issues surrounding the deployment of business intelligence and data warehousing solutions. TDWI Research offers reports, commentary, and inquiry services via a worldwide Membership program and provides custom research, benchmarking, and strategic planning services to user and vendor organizations.

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