



TABLE OF CONTENTS

[Conference Overview](#)

[TechSurvey Results](#)

[Keynotes](#)

[TDWI Executive Summit](#)

[Drilldown Series](#)

[Certification Program](#)

[Evening Education](#)

[Vendor Exhibit Hall](#)

[Hospitality Suites](#)

[More Educational Opportunities,
Events and Publications](#)

Thank you for joining us in Las Vegas 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

The Las Vegas conference drew attendees from 45 states and 21 countries, including visitors from Canada, South America, Europe, and Asia. This was truly a worldwide event! Some of our most popular courses of the week were [TDWI Data Integration Techniques](#), [TDWI Data Warehousing Architectures](#), [BI from Both Sides: Aligning Business and IT](#), and [IT Governance and Data Governance in the Age of Asset Management: Designing Integrated Business Metrics](#). For a complete list and descriptions of all courses offered in Las Vegas, [download the conference brochure](#) or visit www.tdwi.org/lasvegas2007.

TechSurvey Results

By Philip Russom, Senior Manager,
Research, TDWI

The Technology Survey that TDWI circulated at the recent World Conference asked attendees to answer a few questions about data warehouse appliances. These were, in fact, the same questions that TDWI asked at a World Conference back in August 2005. As you can see from the charts at right, attendee responses from the two conferences are remarkably similar, despite the eighteen months between them. But a few changes are worth mentioning:

- Attendees are less strict about the definition of an appliance.** A strict definition would be “server hardware and database software built specifically to be a data warehouse platform,” as stated in Figure 1. A less doctrinaire approach allows appliances to be hardware and software designed for any purpose, though bundled for data warehousing. The percentage of respondents selecting the strict definition dropped from 53% to 46%, while those allowing bundles rose from 14% to 25%. This is most likely due to the increasing number of vendor products that are software-based and designed to run on a variety of hardware available from third parties, as well as the increasing number of software bundles that are described as appliances.
- Warehouse optimization and query performance are still the leading benefits.** In fact, these gained slightly, while other benefits declined, namely reduced system integration, fast installation, and low cost. (See Figure 2.)
- Users are far less concerned about single-use hardware.** This “problem” with data warehouse appliances declined from 27% to 14%, and this is the largest delta between the two runs of the survey. (See Figure 3.) Concern about this issue is waning as appliances shift toward software that’s portable to commodity hardware. Besides, server hardware is seldom reallocated to a new use, because its age by that point makes it outmoded, and new hardware is reasonably priced.

What do you think a data warehouse appliance is? (Check only one.)

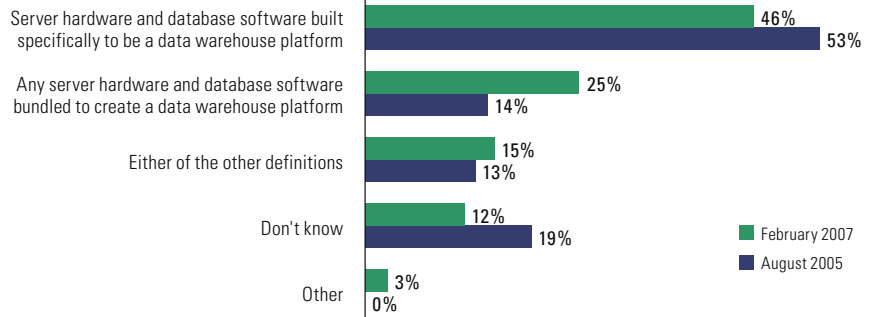


Figure 1. Based on 139 responses in 2005 and 112 in 2007.

What do you think is the leading benefit of a data warehouse appliance? (Check only one.)

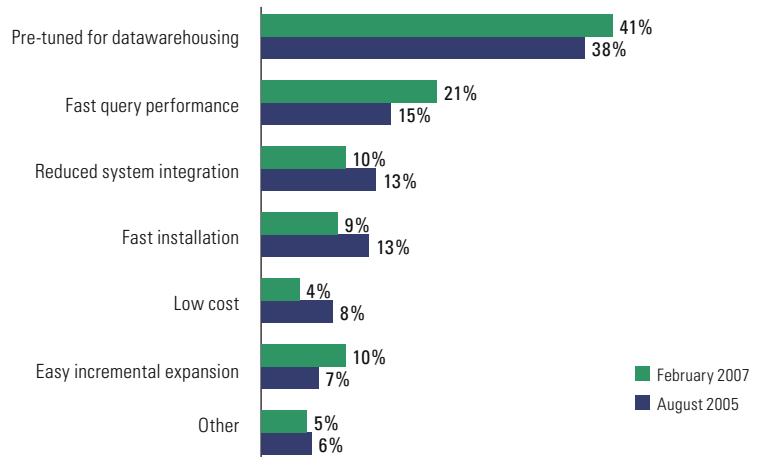


Figure 2. Based on 119 responses in 2005 and 112 in 2007.

What do you think is the leading problem with a data warehouse appliance? (Check only one.)

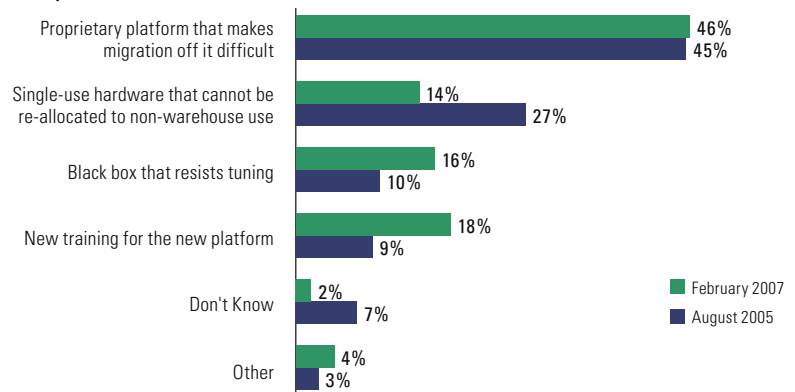


Figure 3. Based on 113 responses in 2005 and 112 in 2007.

Keynotes

By Stephen Swoyer, Contributing Writer from TDWI's [BI This Week](#)

Monday, February 19, 2007

Applying IT Governance to BI Solutions to Ensure Lasting Value



Jonathan Wu, Senior Principal, Knightsbridge Solutions

The “human” dimension of business intelligence (BI) served as a prominent theme in last week’s TDWI Winter World Conference, held amongst the trappings of a modern-era, smoke-filled, surreal, Roman-forum-like palace called Caesars.

First, there was Jonathan Wu, a senior principal with business intelligence (BI) consultancy Knightsbridge Solutions (recently acquired by HP), who kicked off his keynote by challenging attendants to be successful with “every single one” of their BI implementations.

That’s a tall challenge, as any project manager can attest: project failure is a fact of life, after all, and nearly half of organizations say they’ve abandoned one or more projects over the last several years. (<http://esj.com/enterprise/article.aspx?EditorialsID=1501>)

But Wu urged attendees to focus on the intangible (and abundantly human) reasons many BI projects fail: the inability of organizations to effectually manage people, processes, and change. And one aspect of managing people, Wu says, is to understand how much and how well they’re using the BI solutions at their fingertips. This isn’t always as straightforward as it might sound, he said.

“Are they using it or are they just accessing it? You need to dive into how people are using it as well as the corresponding frequency of usage,” he indicates. “Are they generating queries? Are they generating reports? How are they engaging with that application?” Organizations

should also consider the corresponding time period, Wu said: “If you’re only updating the data warehouse on a monthly basis, you can’t expect people to use it on a daily basis. [Their usage] has to correspond” to update frequency. The lesson, he says, is that there’s a “high correlation between update of the data and usage of the data.”

On the change management front, Wu indicated, organizations need to think beyond garden-variety training and education. “I’m talking about a comprehensive program that allows people to evolve their skill sets, so ideally you’re evolving a curriculum plan, a skills matrix for the ... user community,” he said. “[You’re] understanding what are the data sets that they need to have access to and help[ing] them evolve [those] skill[s].”

There’s also the issue of behavioral change, which is perhaps the most difficult aspect of successful BI project implementation. “Changing behavior [can involve] putting together a series of incentives and rewards for people; recognizing people, giving people the recognition that they’ve done something wonderful with the BI application,” Wu explained. “At the same time, you’ve got to also put in penalties, more deterrents, [such as] cutting off access to how they previously obtained their data ... so that they are focused on the BI applications.”

Thursday, February 22, 2007

Sorry, Wrong Number: Real-Life Lessons for the Responsible Use of Data and Analysis in Decision Making

Jonathan Koomey, Staff Scientist, Lawrence Berkeley National Laboratory, and Consulting Professor, Stanford University



Thursday’s keynote speaker, Jonathan Koomey, a staff scientist with the Lawrence Berkeley National Laboratory and a consulting professor with Stanford University, emphasized the human dimension of another BI-related field—statistical analysis. “A lot of the work [in BI] ... relates to the tools [and] the data, but I want to talk about some of the aspects of improving the way people use that information,” Koomey said.

One way in which human beings use—and misuse—information is by telling stories, Koomey said. He cited one particularly infamous case in kind: a 1999 claim by analysts Mark Mills and Peter Huber that the Internet was consuming 8 percent of U.S. electricity. Among other findings, Mills and Huber claimed that a Palm Pilot which is plugged into a network consumes as much electricity as a conventional refrigerator. Koomey said that on several occasions he asked Mills and Huber to furnish evidence in support of this claim; the duo never responded. Nevertheless, the Palm Pilot canard—which Koomey demonstrably debunked—became accepted as conventional wisdom.

One lesson is that human beings like stories—and like a good story a lot more than a middling one. More to the point, Koomey says, stories inevitably influence decision-making. He says Mills and Huber's claims—which the duo outlined in a *Forbes* article and a *Wall Street Journal* op-ed—had a demonstrable effect on decision-making. The duo's claims were widely disseminated—without attribution—in many newspaper dailies.

Nevertheless, Koomey stressed, Mills' and Huber's claims were clearly untrue. "Humans are hard-wired in some ways to remember stories and use them in their decision-making, but ... [stories] are not particularly amenable to decision-making," he indicated. "What happens when statistics get cited without attribution is that they get disembodied. The original analytic work that was responsible for the creation of those numbers gets separated [decoupled, if you will] from how those numbers are reported." And once an authority—such as *Forbes* or the *Wall Street Journal*—cites a figure, "then it becomes fair game."

As a result, Koomey urged attendees to question—and to be downright skeptical of—all their data. "Humans matter," he said, and "human behavior was key to the propagation of these [erroneous] statistics."

Nor is decision-making as straightforward as BI and performance management (PM) vendors would have us believe, Koomey said, who stressed that—even in companies—"analysis occurs in a political context. People use information to their advantage, to gain a bureaucratic advantage, to gain power, to gain resources. It's not just a neutral set of activities that you're doing."

More to the point, he argued, every decision involves a value-choice. "Every decision involves some evaluation of facts to make the choice that you're going to make. If you agree on the values and you agree on the facts, it's very simple," Koomey explained. "If you disagree on the values and agree on the facts, negotiation is what's needed. If you disagree on the values and the facts, that's where you can have paralysis or chaos. [And] you ... see this in companies that don't have a clear sense of what their mission is." [One could argue we also see this in the hot debate around "Global Warming."]

Finally, Koomey counseled, don't simply do data collection and analysis for data collection and analysis' sake. "If you focus your analysis and data collection on a specific decision, it's more likely to lead to an effective outcome," he said. "I think there's always core work that you need to do to make sure the data you're collecting are accurate. There needs to be analytical input into that process, but that will be more effective if you know the decisions that you're going to have to make. Focus the process on analytical decisions and you'll be better off."

TDWI Executive Summit



February 19–20, 2007

By Wayne Eckerson, Director, TDWI Research

The TDWI Executive Summit had 125 attendees, comprised of high-level BI executives. The audience composition was 12 percent president or CEO, 12 percent vice president or executive vice president, 37 percent BI director, 21 percent manager, and 2 percent architect. Twenty-one percent were "getting serious about BI" for the first time, 38 percent were on their first or second iteration, 20 percent were "overhauling" their BI environment, and 15 percent had a "mature" BI environment.

The Summit addressed a number of prescriptive "how-to" topics, including how to optimize the organization of a BI team, how to form a BI competency center, how to negotiate contracts, how to deliver an agile, adaptable BI environment, how to build a performance dashboard, and how to partner with vendors. We also had some informational sessions about master data management and operational BI that helped us better understand those emerging disciplines. There was also a session that focused on new technologies, such as Web 2.0 techniques, open source BI, and predictive analytics.

There were many key takeaways from the event. One of my favorites came from Jim Rappe of International Truck and Engine: "If you don't have strong sponsorship, make sure you have a master value plan in your back pocket that outlines the business value and payback of your efforts so you can present it any time, anywhere, if business people begin questioning your worth to the organization."

Based on feedback and voting at the Summit, we will focus on the following topics at the August TDWI Executive Summit in San Diego (August 20–21): predictive analytics, agile BI development, MDM, performance management, organizing the BI team, evolving the BI program, emerging trends and technologies, BI competency centers, overhauling a BI project, and other topics.

Drilldown Series



By Dave Wells, Director of Education, TDWI

The Las Vegas conference highlighted TDWI's popular Drilldown Series of in-depth education, leading students from concept introduction to detailed understanding of two important topics: IT Governance and Business by the Numbers.

IT Governance

IT Governance has gained visibility as a necessary component of successful IT systems. It focuses on the strategic decision-making responsibility for these systems (which includes business intelligence and data warehousing systems and projects). The traditional approach of largely holding IT departments accountable for failed projects, cost overruns, security breaches, and unmet user expectations is fading. Sponsorship is no longer just about saying "yes" with funding resources. IT projects must be undertaken with a common goal in mind; players who are responsible for business outcomes should not only buy, but also play key roles in the decision-making processes throughout the life of a system.

Eight full- and half-day courses and the Monday keynote address covered IT governance as related to your BI program, addressing the human aspects of governance, and defining the roles of metadata and IT audits in BI governance. These courses emphasized that the true costs of your BI projects include compliance, risk, human, and financial impacts, all which need to be considered and governed in order to create real business value.

Business by the Numbers

Analysts and managers work with numbers every day to make business decisions. You've heard the popular phrases: *managing at the speed of change*, *decisions at the speed of business*, etc. The speed of decisions has much to do with how business metrics are derived and presented. Today, there are new ways of presenting information that are visually appealing, timely, easily understood, and not prone to misinterpretation. However, the numbers are only as reliable as the underlying data and the processes that transform them to become business measures.

Thursday's keynote address with Jonathan Koomey offered a jab at the pitfalls of using numbers incorrectly. Course topics in this series included business metrics, dashboard design, data visualization, and how to turn numbers into knowledge, all aimed at providing skills to uncover ways to tell a business story effectively.

Certification Program



Jennifer Hay, TDWI Instructor and CBIP Certification Manager, discussing details of the program at the Las Vegas Conference.



TDWI continued the industry's leading certification program at the Las Vegas conference. In partnership with the Institute for Certification of Computing Professionals, TDWI offered both a day-long Exam Prep course 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.

- [BAM! SOX! POW!—An Introduction to Business Activity Monitoring](#)
- [Choosing the Best Visual Format for Your Data](#)
- [Overcoming BI Challenges in Healthcare](#)
- [Process Modeling Techniques for Information Quality Specifications](#)
- [Service-Oriented Architecture Impact upon BI](#)
- [Taxicab Confessions—Data Integration Edition](#)

Guru Sessions

Throughout the week in Las Vegas, 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

By Diane Foulz, Program Support Manager

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 Las Vegas.

- | | |
|---|---|
| <u>Ab Initio Software Corporation</u> | <u>HyperRoll Inc.</u> |
| <u>Actuate</u> | <u>IBM</u> |
| <u>AMB Dataminers Inc.</u> | <u>InetSoft</u> |
| <u>Appfluent Technology</u> | <u>Infobright Inc.</u> |
| <u>ASG</u> | <u>Informatica Corporation</u> |
| <u>Business Objects</u> | <u>Information Builders</u> |
| <u>Claraview</u> | <u>Kalido</u> |
| <u>Cognos Inc.</u> | <u>Knightsbridge Solutions LLC</u> |
| <u>Comarch Inc.</u> | <u>LoganBritton, Inc.</u> |
| <u>Composite Software, Inc.</u> | <u>Microsoft Corporation</u> |
| <u>Conda Technologies</u> | <u>MicroStrategy</u> |
| <u>DataFlux</u> | <u>Oracle</u> |
| <u>DATALlegro</u> | <u>Relational Solutions, Inc.</u> |
| <u>DataMentors, Inc.</u> | <u>SAP America, Inc.</u> |
| <u>DataMirror</u> | <u>SAS Institute Inc.</u> |
| <u>DecisionPath Consulting</u> | <u>SeaTab Software</u> |
| <u>Denodo Technologies</u> | <u>SilverTrain, Inc.</u> |
| <u>e2e Analytix Inc.</u> | <u>Sybase</u> |
| <u>ESRI</u> | <u>Syncsort Incorporated</u> |
| <u>ETI</u> | <u>Teleran Technologies Inc.</u> |
| <u>FAST</u> | <u>Teradata, a division of NCR</u> |
| <u>GoldenGate Software</u> | <u>Trillium Software, a division of Harte-Hanks</u> |
| <u>Group 1 Software, a Pitney Bowes Company</u> | <u>Unisys Corporation</u> |
| <u>HP</u> | <u>XLcubed Ltd.</u> |
| <u>Hyperion</u> | |



Photo by Alex Wolff

Always an attendee favorite: "goodies" from the Exhibit Hall.

Hospitality Suites



Photo by Alex Wolff

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, February 19

Fabulous Fortunes Night

Sponsored by Business Objects

Hewlett Packard and Knightsbridge All-Star Basketball Event

Sponsored by Hewlett Packard and Knightsbridge Solutions LLC

Tuesday, February 20

Daytona 500 Challenge

Sponsored by Microsoft Corporation

All Aboard the Tokyo Metro!

Sponsored by SAS Institute Inc.

Tuesday, February 20

Vendor Workshop

Teradata's Active Enterprise Intelligence Workshop

Sponsored by Teradata, a division of NCR



Photo by Alex Wolff

More Educational Opportunities, Events, and Publications

TDWI Onsite

Bring world-class business intelligence and data warehousing education to your workplace.

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 Dates and Locations

Denver	March 26-29
Vancouver, BC	April 16-19
Los Angeles	June 4-7
Washington, DC	June 18-22
Minneapolis	July 9-12
Toronto, ON	July 23-26
Portland	September 24-28
Boston	October 15-19

For more information on the TDWI Seminar Series, please visit www.tdwi.org/seminars.

Upcoming TDWI World Conferences in 2007

Boston	May 13-18	www.tdwi.org/boston2007
San Diego	August 19-24	
Orlando	October 28-November 2	

Recent TDWI Publications and Research

- **Predictive Analytics: Extending the Value of Your Data Warehousing Investment**, 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
- **Business Intelligence Journal** (Volume 11, Number 4) 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 When Creating a Center of Excellence** (Q4, 2007). This series examines 10 common mistakes to avoid in your BI/DW project. A Member-only publication. www.tdwi.org/Publications/TenMistake
- **What Works: Best Practices in Business Intelligence and Data Warehousing** (Volume 22), a compendium of industry case studies and lessons from the experts. www.tdwi.org/Publications/WhatWorks
- **Symbiotic Cycles of Data Profiling, Integration, and Quality**, TDWI's annual poster depicting a BI or DW process or lifecycle. www.tdwi.org/Poster