

## **Best Practices for Established BI Programs (or New Life for Older Data Warehouses)**

### **Module One: Common Challenges for Older Data Warehouses**

#### Business Intelligence Today

- Scope and complexity

#### Usability/Capability Challenges

- Human symptoms
- Technology symptoms
- Organizational and cultural symptoms

#### Technology Challenges

- Aging or mis-purposed architecture
- Aging or mis-purposed technology
- Aging or mis-purposed infrastructure
- Service level deterioration

#### People and Environment Challenges

- Erosion, entropy, and misalignment
- Lack of program management
- More “data in” than “information out”

#### The Island Data Warehouse

- Disconnect from business processes
- Disconnect from information systems

#### The Shrinking Data Warehouse

- Fading visibility
- Shrinking budget and staffing

### **Module Two: Defining Problems**

#### Investigation and Observation

- Human and behavioral symptoms
- Technological symptoms
- Support and funding symptoms

#### Evaluation and Assessment

- Informal evaluation
- Formal assessment

#### Benchmarks and Norms

- Maturity models
- Case Studies

#### Root Cause Analysis

- Getting beyond symptoms
- People, process, and technology influences
- *Best Practices Reports* as a guide
- *Ten Mistakes Reports* as a guide

### **Module Three: Finding Solutions**

#### Starting with Clear Objectives

- Stating the objectives
- Testing hypotheses and assumptions
- Focus on causes, not symptoms

#### Gap Analysis

- Scope of analysis
- Analysis tools

- Analysis criteria
  - Analysis process
  - Analysis results
- Making Plans
- Planning horizon
  - Planning elements
  - Planning tools

#### **Module Four: Making Things Happen**

- Sponsorship and Support
- Knowing what you have
  - Changing what you have
  - Working with what you can get
- Communication
- Telling your story
  - Listening to feedback
  - Hearing the hidden feedback
- Small Steps vs. Big Steps
- Breaking big ones into little ones
  - Selling the big picture
  - Progress without projects
  - Progress without budgets
  - Proactive vs. reactive

#### **Module Five: Summary and Conclusion**

Summary of Key Points  
References and Resources

#### **Appendix A: Frameworks, Templates, and Tools**

A Guide to Tools and Resources  
Some Articles Worth Reading  
The BI Framework  
BI Program Questionnaire  
BI Readiness Assessment  
Data Warehousing Readiness Assessment  
Quality, Service, and Value Assessment  
BI Architecture Assessment  
Business Frameworks for BI  
Wayne Eckerson's BI Maturity Model  
TDWI Data Warehousing Skills Inventory  
Jennifer Hay's BI Skills Inventory  
Business/IT Alignment Survey  
Sample Assessment Report