

TDWI EDUCATION

In-Depth Business Intelligence and
Data Warehousing Education

Thursday Keynote

Organizing for Performance: Creating Optimal BI Teams

Thursday, May 13, 2010
Wayne Eckerson

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Organizing for Performance: Creating Optimal BI Teams

Wayne Eckerson
Director, TDWI Research
May, 2010, Chicago



T D W I R E S E A R C H



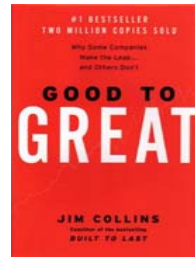
Ten Keys to Success

1. Recruit the best people
2. Create multi-disciplinary teams
3. Establish BI governance
4. Find “Purple People”
5. Become a Solutions Provider
6. Give your BI team a name
7. Create an Information Management Group
8. Matrix your business analysts
9. Balance risk and reward
10. BONUS!

1. Recruit the best people

“Great companies first get the right people “on the bus” (and the wrong people off it) and then figure out where to drive it.”

-- Jim Collins
From Good to Great



Recruit, hire, outsource....

- **Require** base-level technical competency
- **Hire** people who are passionate, adaptable, eager to learn, and believe in the transformative effect of BI
- **Outsource** pure technical specialists

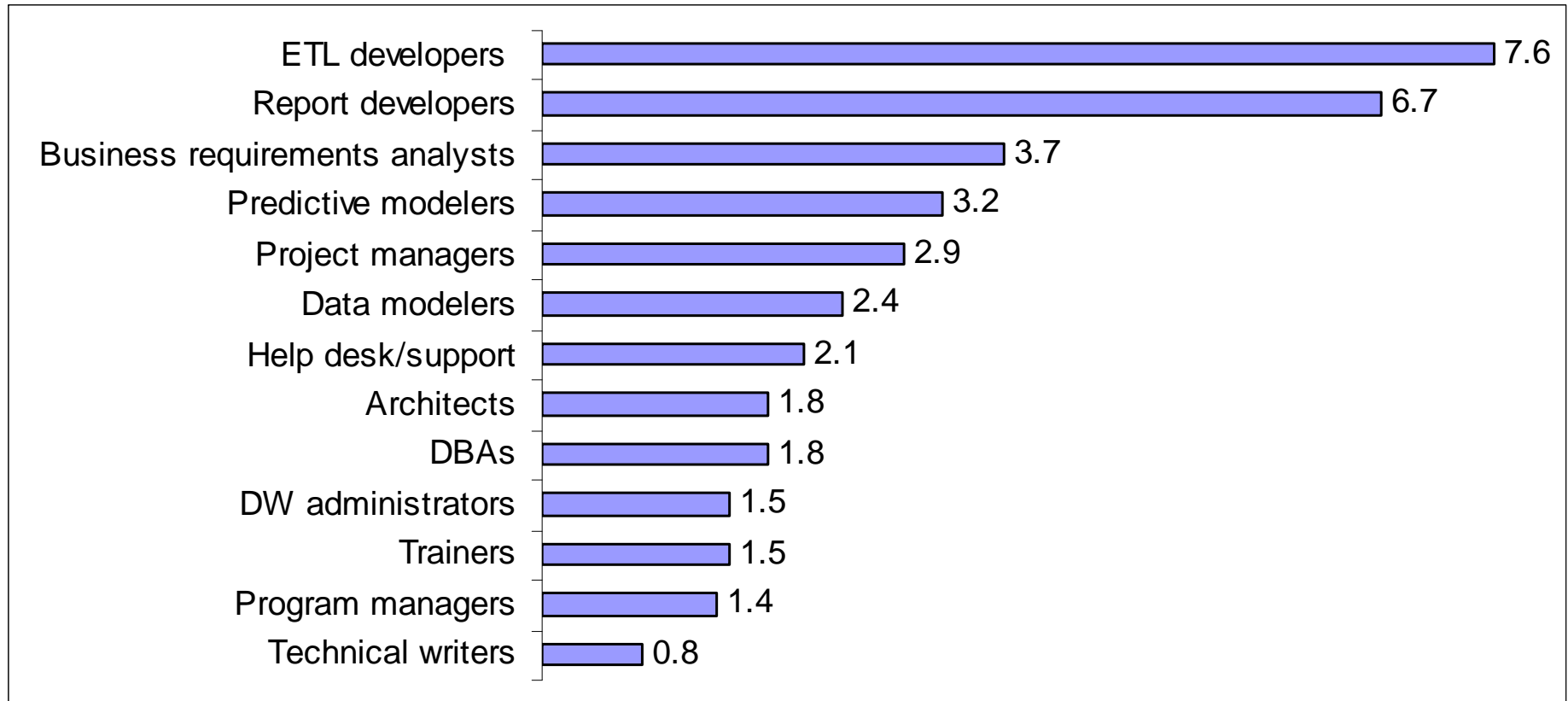


2. Create multi-disciplinary teams

- BI Team sizes (FTE)
 - 0-2: → 19%
 - 3-5: → 25%
 - 6-10: → 21%
 - 11-20: → 17%
 - 21+: → 17% (5% over 100)
- Median: 4
- Average: 15.6

(Based on 1335 respondents)

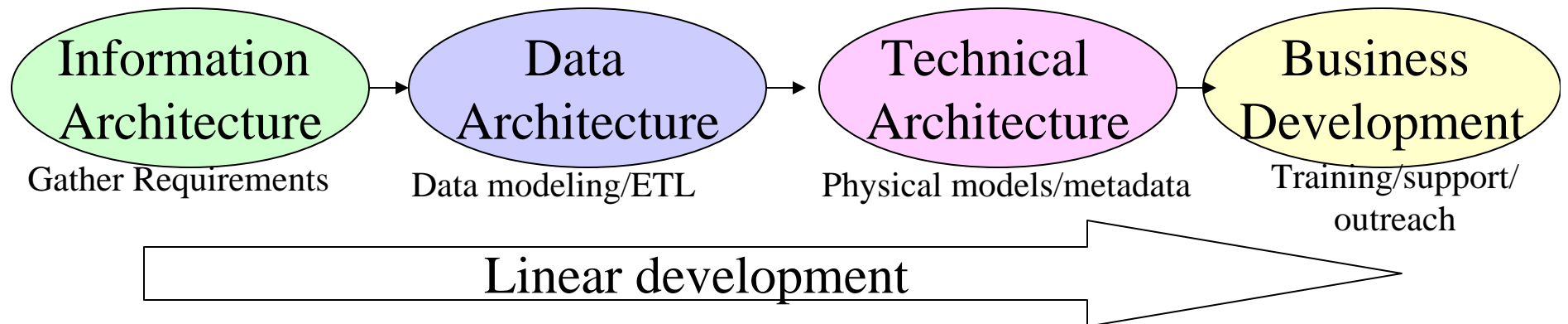
Roles



Average number of roles per person: 3.2

2. Create multi-disciplinary teams

University of Illinois - Before



Problems:

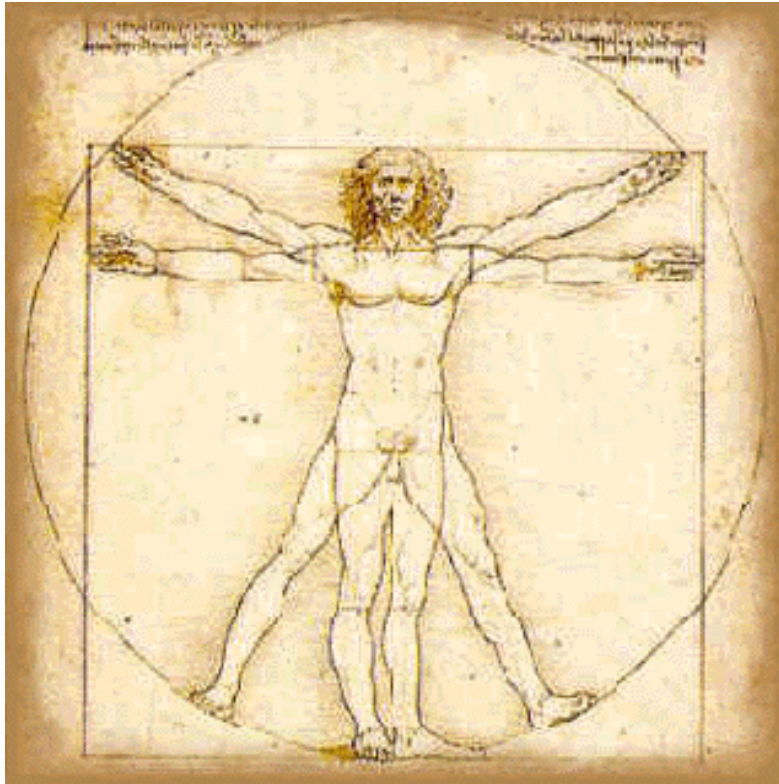
- Backlog of projects
- Reduced funding
- Vulnerable staff

Multi-disciplinary teams

University of Illinois - After



Team of One?

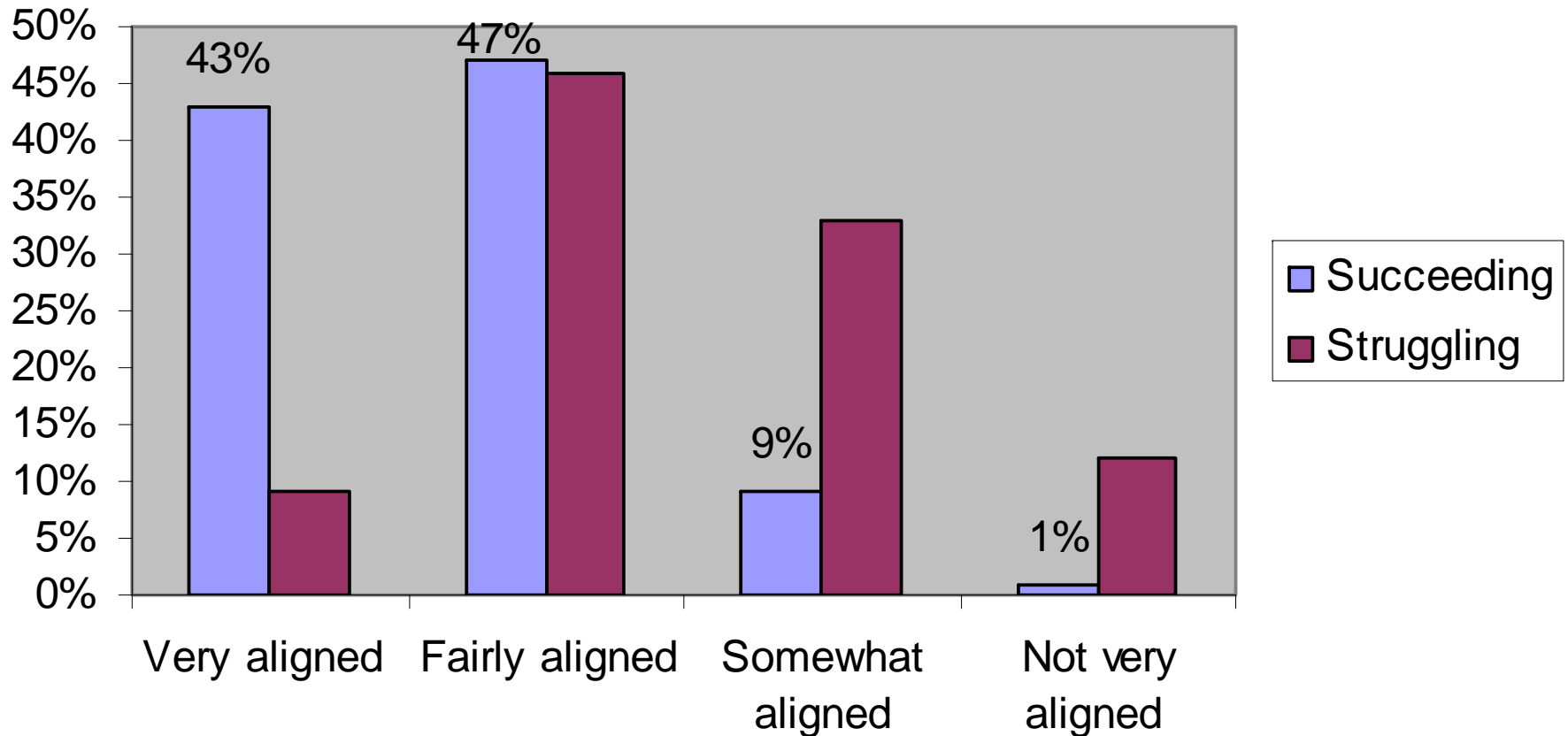


“Even small teams are too slow. One developer trained in all facets of a BI stack can work faster and more effectively than a team.”

- Eric Colson, Director of BI, Netflix

3. Establish BI Governance

How Aligned is the BI Project Team with the Business?

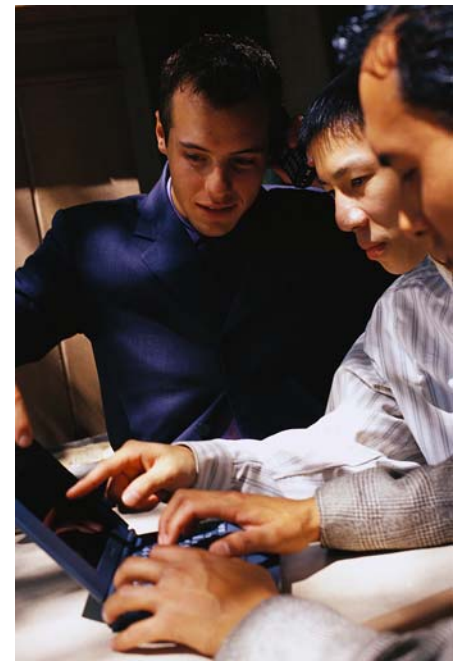


From Wayne Eckerson, "Smart Companies in the 21st Century: The Secrets of Creating Successful BI Solutions," TDWI Report Series, 2003. Based on 540 respondents.

Partnership

“We sit side by side with business people and report into the same leadership. The only difference is that we specialize in the data and they specialize in the business processes.”

Wes Flores, senior technology manager, Verizon



Governance Committees

BI Sponsors



BI Steering Committee

- Approve roadmap
- Secure funding
- Prioritize projects

Finance



Marketing



Sales, etc.



BI Working Committee

- Define BI roadmap
- Define DW subject areas and semantic layer
- Evaluate products
- Prioritize enhancements
- Govern standard reports



Corporate BI Team

- Implements decisions of governance committees

BI Center of Excellence

BI Center of Excellence

Departmental

- Understand business
- Develop ad hoc reports
- Support colleagues
- Extensions of BI team
- Serve on BICC



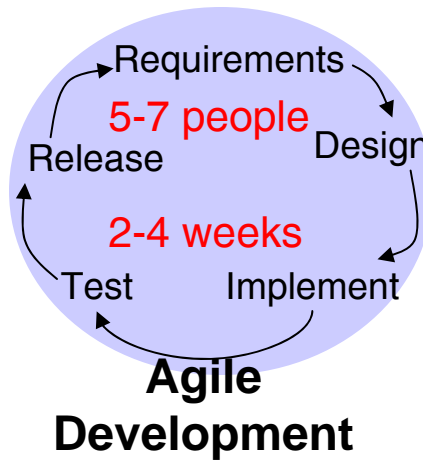
Purple Person

Enterprise

- Build the DW and DMs
- Build semantic layer
- Create standard reports
- Define best practices
- Recruit Super Users



Departmental Super User

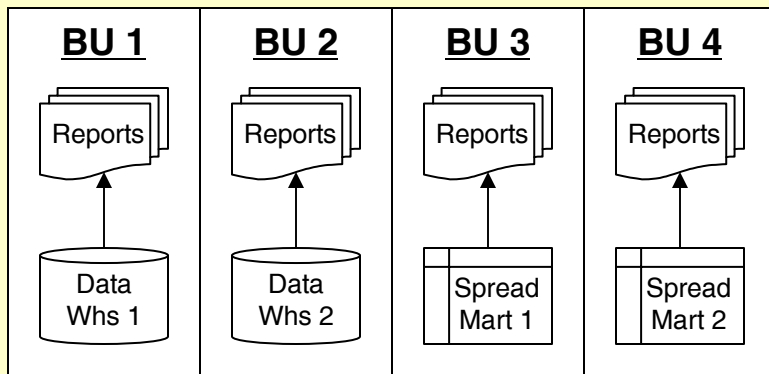


Corporate BI Team

Intuit – BI Evolution

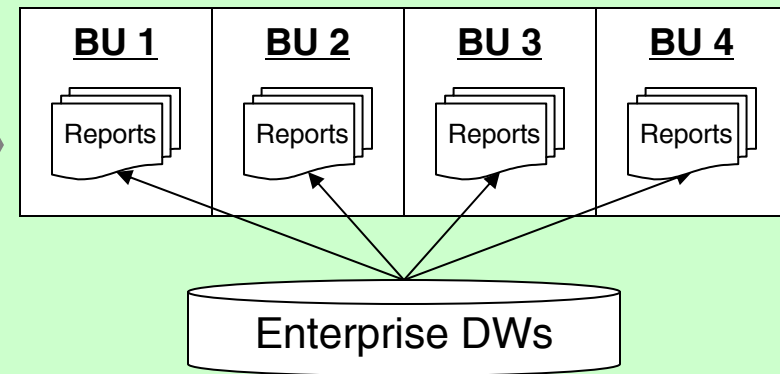
1990s

Local data warehouses, spreadmarts in each BU



2000-2007

Fully centralized enterprise data warehouses



Benefits:

- Rapid deployment
- Local control over priorities, resources
- Customization meets high % of requirements

Challenges:

- Duplication of effort across BUs
- Redundant costs (HW, SW, support staff)
- Silo mentality, lack of comm across Bus
- **Data integration difficult without scalable environment**

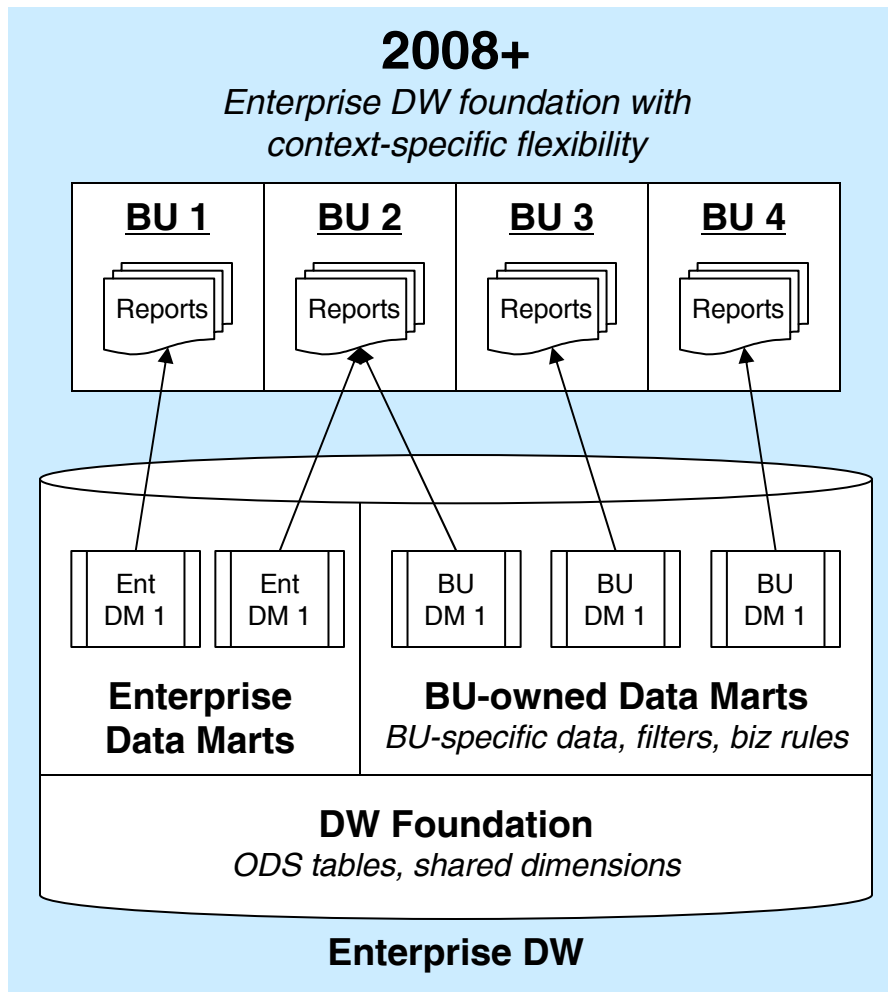
Benefits:

- Reduce data redundancy
- Promotes communication between Bus
- Resource efficiency (HW, SW, FTEs)

Challenges:

- BUs compete over centralized DW resources
- “One size fits all” solution meets lower % of business requirements for each BU
- **Data integration difficult due to limited resources**

Hybrid Model



- Hybrid model leverages benefits of both centralized & decentralized models
- Challenges from both models still exist to a lesser degree...but consciously accepted given the benefits
- Crucial focus on easier data integration to support growth of various businesses

4. Find “Purple People”

- Who they are:
 - *Senior managers respected by the business and IT*
- What they do:
 - *Sit on business committees*
 - *Advise how to leverage BI assets*
 - *Gather requirements*
- Where you find them:
 - *Business people with technical aptitude and interest*
 - *BI directors who think like business people*



Recruiting Purple People



“I hired a person who was an associate director of finance to be my senior technology director. He was the best hire I’ve made.”

Dave Whittington, DW Director, AT&T Mobility

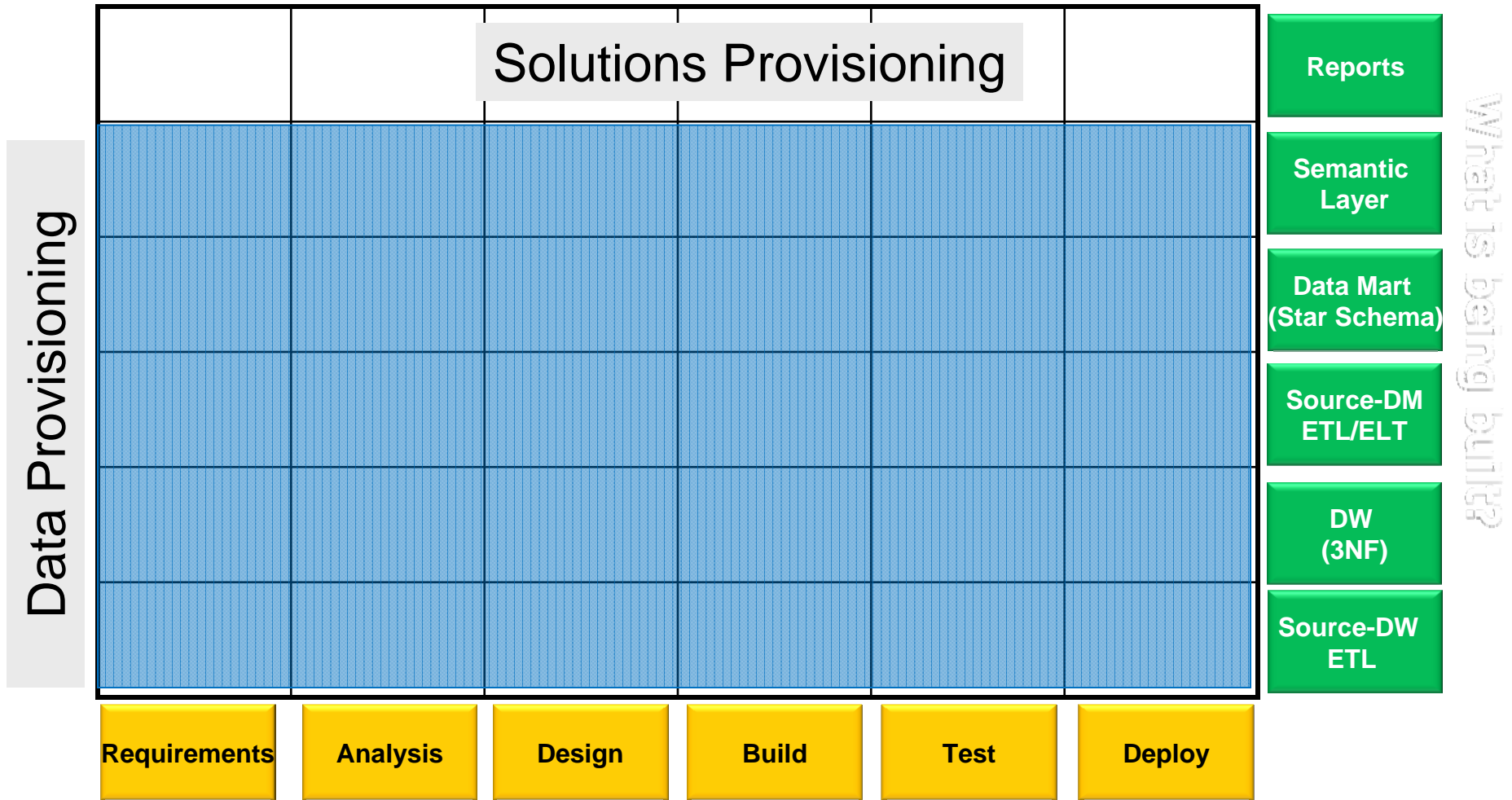
Office DEPOT.

Taking Care of Business

“Part of Office Depot’s BI success is due to the fact that its senior director of IT and senior manager of BI both came from finance and know how to communicate with finance professionals.”

Wayne Eckerson, “Transforming Finance” report

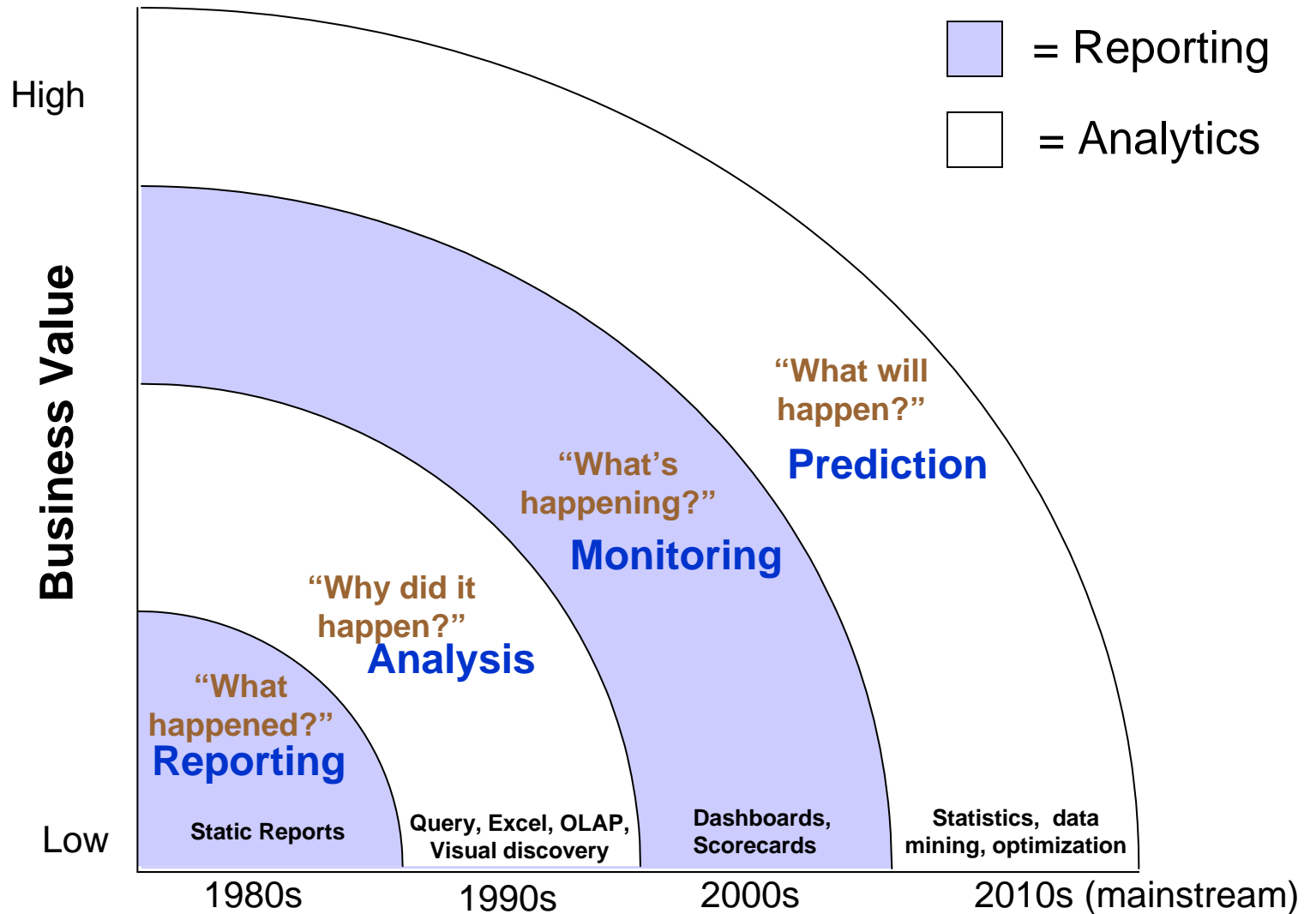
5. Become a Solutions Provider



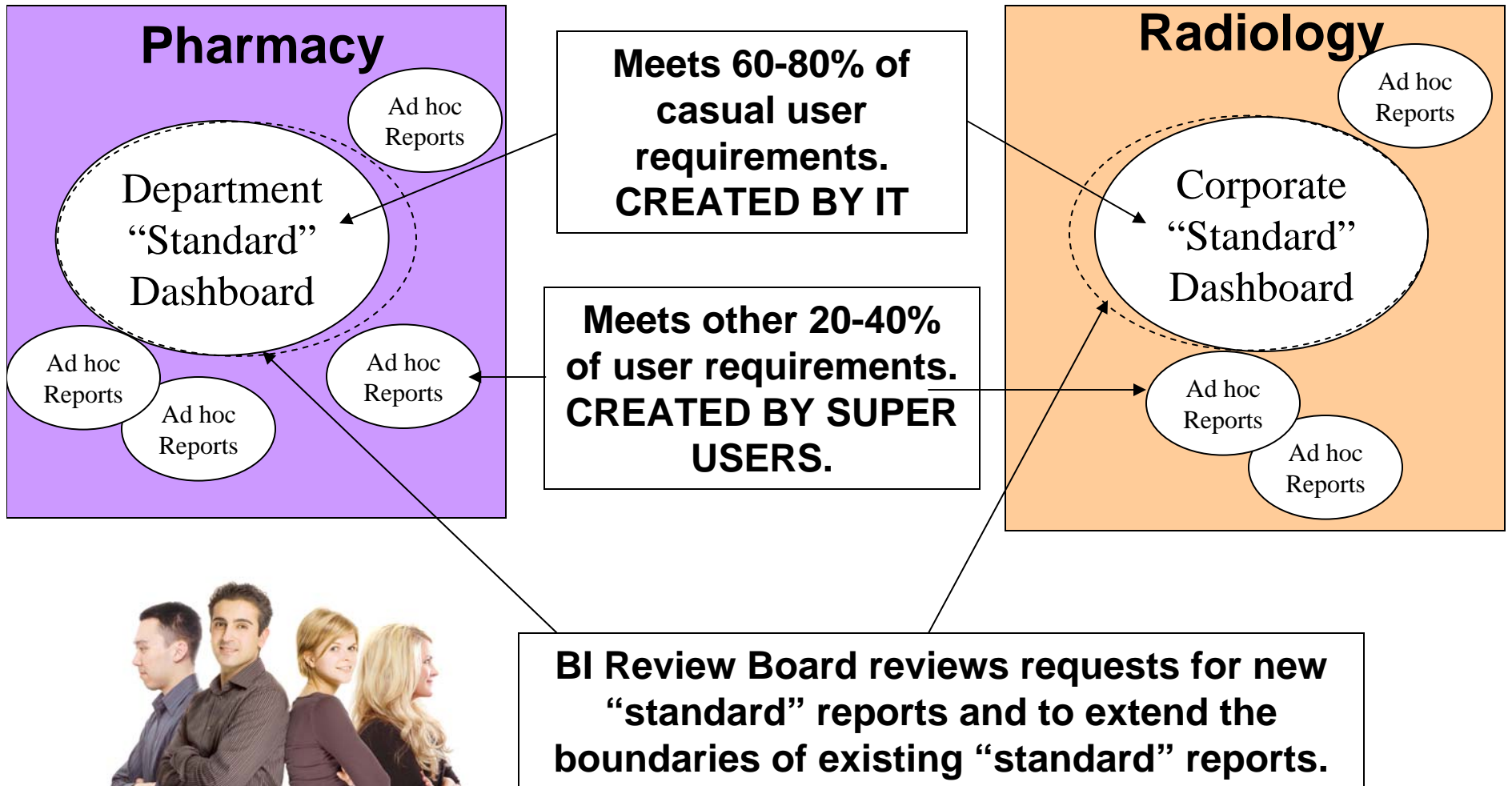
What is being built?

How is it being built?

Waves of BI



Reporting Partnership



6. Give your BI Team a Name



Define Your Terms!!

“The vagueness of the word “analytics” proved to be quite problematic. They had to constantly defend their value to the organization, primarily because people didn't understand the title of the group.

Finally, we named the team "**Marketing Analytics and Business Insights.**" People saw the value of "Business Insights" but we were asked to define the difference between business insights and marketing analytics.

So our story became, "We analyze information to provide usable business insights to the organization."

Amazingly, the new branding had a significant impact on the perceived value of the group and it became a "go to" source for information.”

AJ Peterson, Morgan Stanley Smith Barney



Whimsy

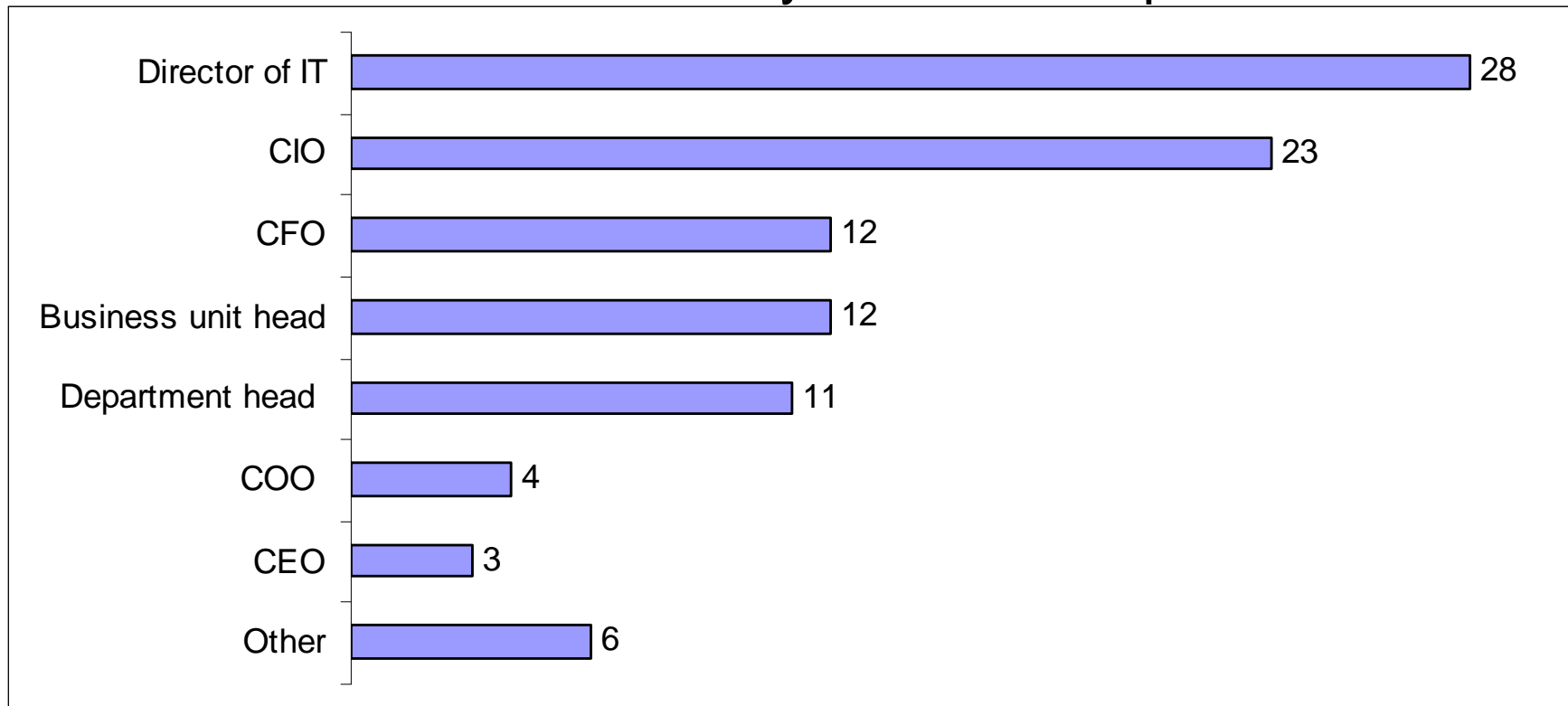
- The Sultans of Solutions
- The Archdukes of Answers
- Masters of the Dataverse
- Team “Tell It Like It Is”
- The WestJet Wonders
- Team Answers Now!



– From Grant Sutton, R4 Consulting LLC

7. Create an Information Management Group

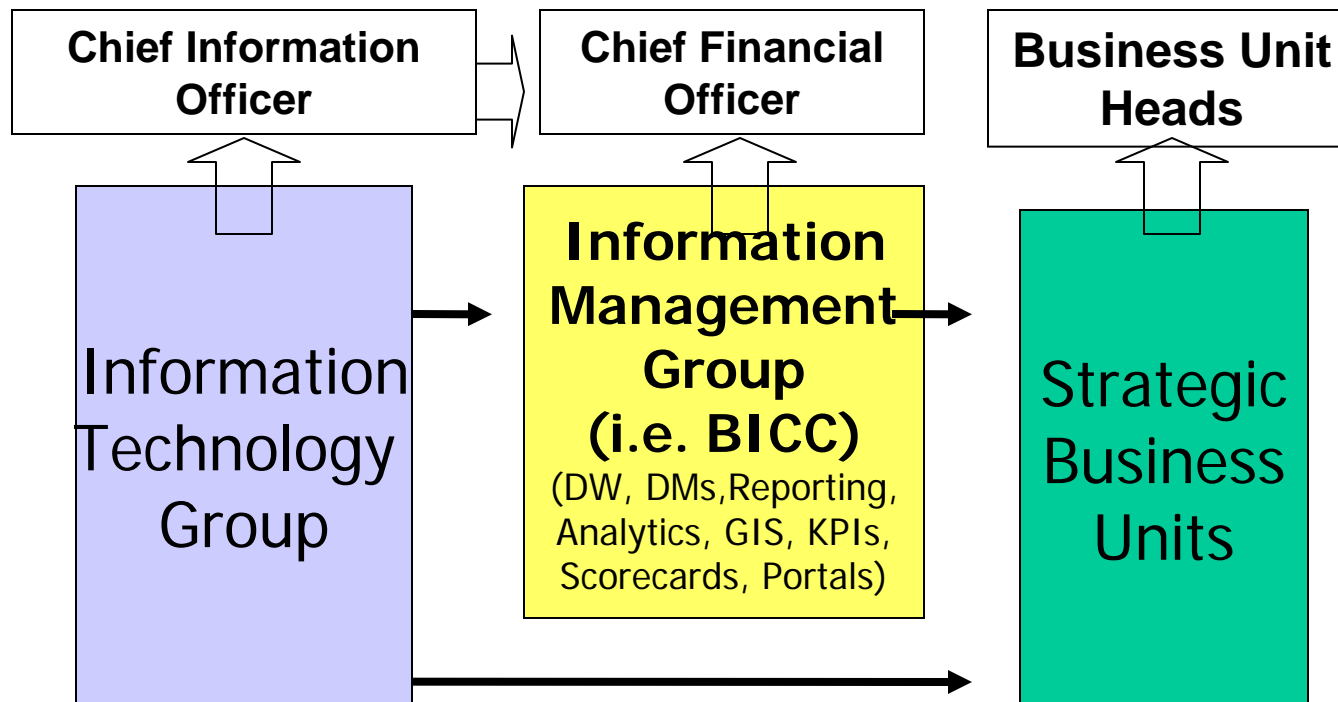
To whom does your BI/DW report?



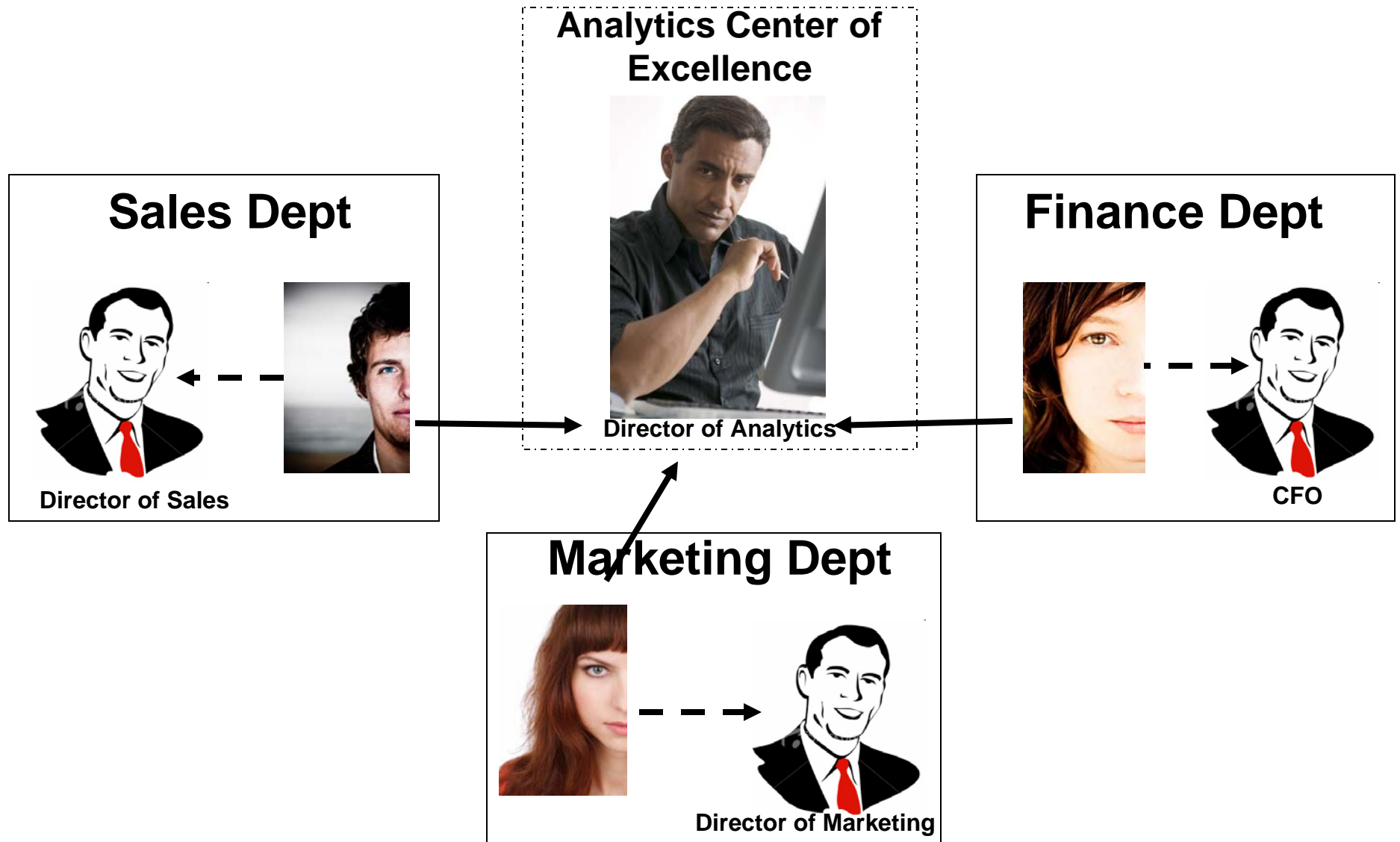
Who owns the BICC?

ABSA BANK

“Information Management is positioned separately to the IT organization, with a clear focus on putting information to work for the business” – Dave Donkin, Information Management Group Executive



8. Matrix your business analysts



Pros/Cons

- Centralizing analysts
 - *Creates sense of “team”*
 - *Fosters mentoring, cross training, career paths*
 - *Supports strategic, cross-functional projects*
- Embedding analysts
 - *Immerses in people, process, and technology*
 - *Fosters analytical culture – “Let’s test it!”*
 - *Avoids “high priest” of analytics syndrome*

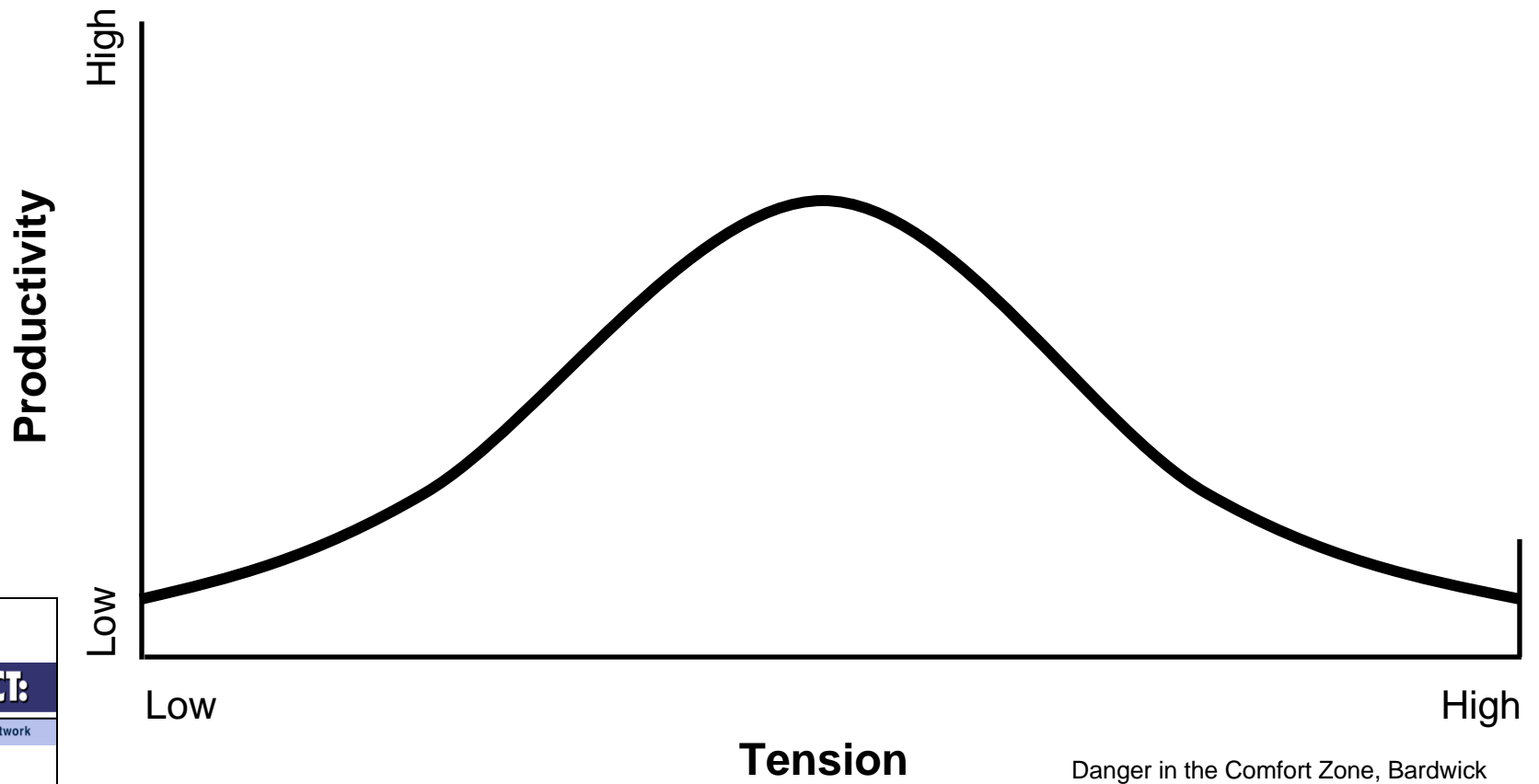
Zynga's BI Team



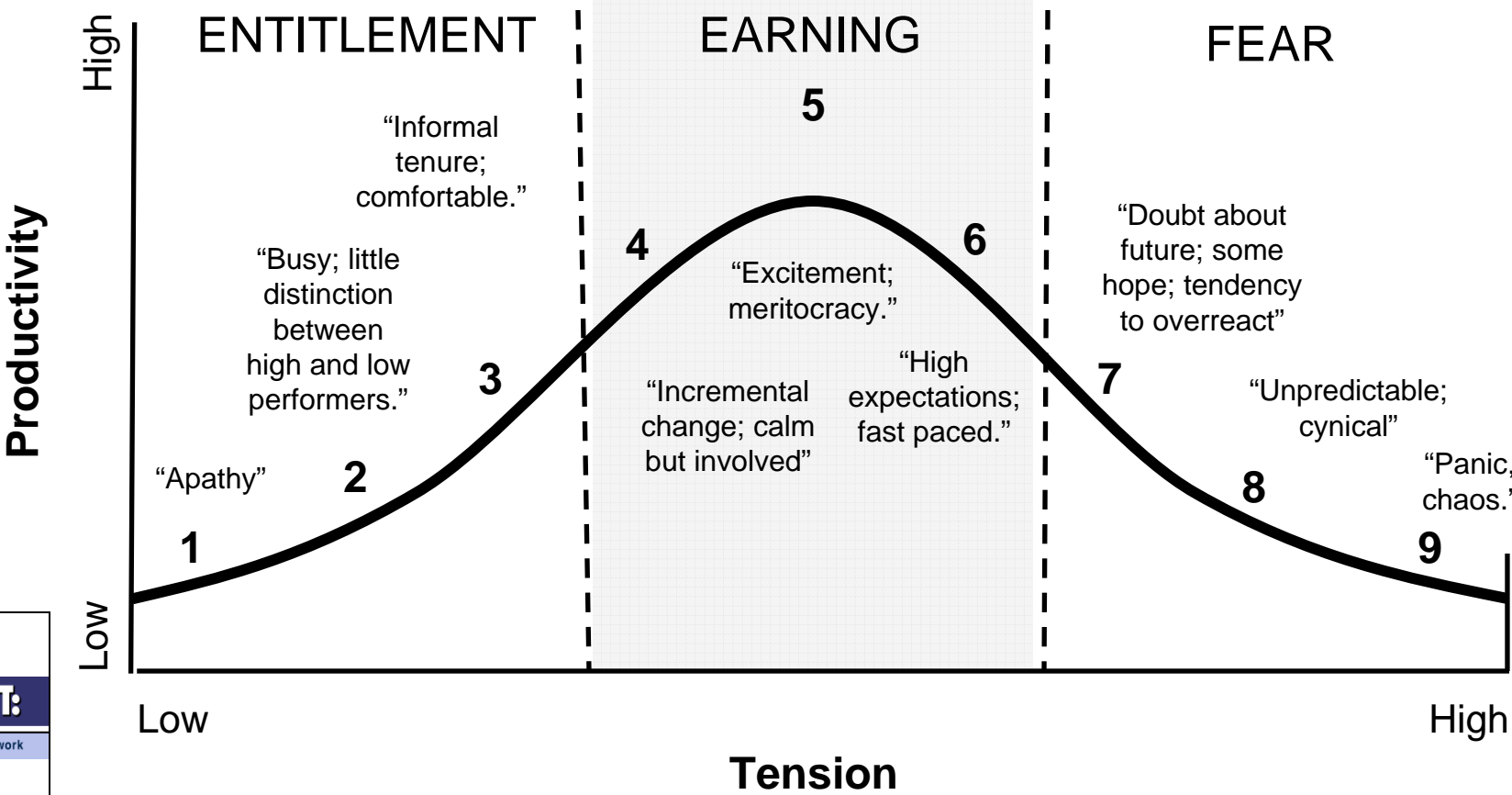
- Infrastructure team
 - *Manage 200-node columnar database*
 - *3TB of new data daily*
- Reporting team
 - *SQL-based parameterized reporting tool*
 - *Adopting self-service BI tool*
- Analytics team
 - *75% of analysts embedded*
 - *25% centralized*
 - *Daily standup meetings*



9. Balance Risk and Reward



Target: Earning



10. BONUS!

- What techniques have you used to create high-performance teams?

Wayne Eckerson



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