1. Module 1- Introduction to BI Organizational Structure Issues
   a. Definitions
      i. Data Governance
      ii. Metadata
      iii. Shared (Central) Services
      iv. Federation
      v. BI Self Service
      vi. COE and BICC
      vii. EIM, BI, Analytics and IAM
      viii. Changing Organization vs. Changing Process
   b. Challenges
      i. Territorial Disputes
      ii. Fractured Executive Support
      iii. Vendor Relationships
      iv. New Information Silos
      v. Business Units Need for Autonomy
      vi. Balancing BI/Analytics Self-Service and Central Support
      vii. Inflexible Traditional Information Architecture
      viii. Process Inefficiencies
      ix. Understanding and Skills Gap
      x. Hard Feelings and Mistrust
      xi. Lack of Central Planning
      xii. Perceptions of Improvement Efforts
   c. Goals
      i. Why Reorganize?
      ii. Streamline
      iii. Distribute BI/Analytics Capabilities (Self-Service)
      iv. Data Integration as Infrastructure
      v. Healthy Federation
      vi. Cost Conscious
      vii. Stronger Team
   d. No One Right Way
      i. Balance Goals with Feasibility
      ii. Avoid Building Barriers to Value Creation
   e. Exercise #1
      i. Assess Your Challenges and Goals

2. Module 2- BI Organization Structure Alternatives
BI & Analytics Organizations That Work

Course Outline

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1. Highly Centralized in Blended Business/IT ORG
   i. Vertical Integration
   ii. Leadership Challenge- Extremely Diverse Team
   iii. Advantages and Disadvantages
2. Separate IT DW/BI and Business Analytics Teams
   i. Leadership Challenge- What to Share?
   ii. Advantages and Disadvantages
   iii. Separate Teams, Connected by Service Relationship
   iv. Leadership Challenge- Keeping Ahead of Integration Needs
   v. Advantages and Disadvantages
3. Highly Decentralized With BI CofE
   i. Massive Diversity with Common Threads
   ii. Leadership Challenge- Synchronizing Arch and Process
   iii. Leadership Challenge- Self Service w/ No Center
4. Highly Decentralized
   i. Advantages and Disadvantages
5. Hybrid Approaches
   i. Inevitability of Organized Chaos
   ii. Layers of Governance- “Federal”, “State” and “Local”
6. Exercise #2

3. Module 3- Coordinating Disparate Data Terms
   a. Managing Organizational Change
      i. Change Management- People and Process
      ii. Strong Leadership + Right Team + Good Plan
   b. Readiness for Organizational Change
      i. Changes in Culture and Management Approach
      ii. Team, Process, Tools/Vendors and Architecture
      iii. Roadmap
   c. Data Governance
      i. Different Levels of Governance for Different Needs
      ii. Committees and Working Groups
   d. Metadata Management
      i. Types of Metadata and Its Importance
      ii. Impact Analysis
      iii. Challenges
      iv. Pragmatic, Continuous Metadata Improvement
   e. Coordinating Staff
      i. Foster Relationships Among Different Backgrounds
      ii. Encourage Staff Mobility Among Data Teams
      iii. Train Broadly

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iv. Importance of Shared Purpose
f. Shared Tools and Vendors
   i. Vendors Working Directly with Business Units
   ii. Practical Goals for Tool/Vendor Standardization
   iii. Beyond Vendor Management – Tool and Services Portfolio
g. Enterprise Architecture
   i. Working with EA Teams
h. Exercise #3

4. Module 4- Summary and Conclusions
   a. Summary of Key Points