Module 1 – Business Intelligence and Program Management

- BI Scope and Complexity
  - Stakeholders and Services
  - Functions and Data
  - Processes and Projects
  - Tools and Technologies
  - The BI Framework
- Programs vs. Projects
  - Definitions and Contrasts
  - Program-Project Relationships
  - The Need for Program Management
- BI Program Management Responsibilities
  - Business Impact: Portfolio, Value, Capabilities
  - BI Results: Services, Utilization, Quality
  - BI Implementation: Processes, Data & Metadata, Change
  - BI Culture: Stakeholders, Coordination, Communication

Module 2 – Business Intelligence Competency Centers

- BICC Basics
  - Definitions
  - Purpose
  - BICC and CoE
  - BICC and Program Management
- BICC Business Case
  - Tangible Benefits
  - Intangible Benefits
  - Quantitative Benefits
- BICC Technical Case
  - Tangible Benefits
  - Intangible Benefits
- BICC Functions
  - Program and Project Oversight
  - Data Stewardship and Data Quality
  - Competencies and Resourcing
  - Training and Support
  - Architecture and Infrastructure
  - Vendors and Contracts
  - Issue Resolution and Change Management
- BI Functions
  - Back-End BI – Data Sourcing, Integration, and Warehousing
  - Front-End BI – Reporting, Performance Management, and Analytics
- BICC Organization Models
  - Guidance and Governance Models
  - Services Models
  - Shared Services
Module 3 – BICC Roles and Responsibilities

- Alignment
  - BI Portfolio Management
  - Planning, Priorities, and Roadmap
  - Agility, Adaptability, and Change Management
- Impact
  - Range of Services
  - Reach into the Business
  - Utilization and Satisfaction
- Architecture
  - Business Architecture
  - Information Architecture
  - Data Integration Architecture
  - Technology Architecture
- Quality
  - Business and Services Quality
  - Information and Data Quality
  - Technical Quality
- Culture
  - Communication, Coordination, and Collaboration
  - Governance and Stewardship
  - Decision Models
  - BI Maturity
- BICC Participation Models
  - Ownership
  - Stewardship
  - Advisory
  - Standards
  - Assessment
- BI Program Assessment
  - TDWI BI Maturity Model
  - A Self-Assessment Technique
  - Using Assessment Results

Module 4 – Building a BICC

- BICC Charter
  - Scope
  - Sponsorship and Funding
  - Leadership and Stakeholders
- BICC Lifecycle
  - Stages of BICC Development
- Organizational Structure
  - Hierarchy and Centralization
  - Collaboration and Distribution
• Hybrid

• BICC Job Roles
  o Program Manager
  o Business Analysts
  o Architects
  o Data Management Specialists
  o Designers / Developers
  o Administrators

• BI Competencies
  o Personal and Interpersonal
  o Business and Industry
  o Leadership and Management
  o BI Design, Development, and Operations
  o Training, Service, and Support

• BICC in the Enterprise
  o BICC Partnerships
  o Organizational Relationships

Module 5 – Operating the BICC

• Continuous Operations
  o Day-to-Day Activities (mapped to Module 2 BICC Functions)

• Growth and Change
  o Evolving the BICC

• Sustaining the BICC
  o Best Practices
  o Mistakes to Avoid