

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

- Central Services
- Self Service
- Hybrids

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
 - Program Manager
 - Business Analysts
 - Architects
 - Data Management Specialists
 - Designers / Developers
 - Administrators
- BI Competencies
 - Personal and Interpersonal
 - Business and Industry
 - Leadership and Management
 - BI Design, Development, and Operations
 - Training, Service, and Support
- BICC in the Enterprise
 - BICC Partnerships
 - Organizational Relationships

Module 5 – Operating the BICC

- Continuous Operations
 - Day-to-Day Activities (mapped to Module 2 BICC Functions)
- Growth and Change
 - Evolving the BICC
- Sustaining the BICC
 - Best Practices
 - Mistakes to Avoid