

## Data Warehousing and Business Intelligence

Organizations wrestle with the promise of Data Warehousing and its intended output - "Business Intelligence" - as a management tool. Alone among all other information-based technologies, Data Warehousing serves executive management directly. Executives find it difficult to justify a large initial investment without specific outcomes and frustrating to establish its contribution once implemented.

Despite improving synergy between Information Technology and Top Management, it remains awkward for a company to identify the true focus and expectations of Data Warehousing. The following characteristics contribute to this challenge:

- The promised impact is both tactical and strategic creating potential confusion, or conflicts as to its mission and supporting processes.
- Management is not sensitive to the exploratory nature of Data Warehousing. It is intended to support organizational learning activity and must be evaluated and managed more like R&D than a transactional activity
- Executive management frequently delegates its use to staff "experts". Because these staff experts might not have the executive's strategic perspective, potential value can be dramatically reduced.

An independent review of Data Warehousing initiatives can identify or anticipate these "in-use" phenomena and suggest means to avoid them. This is critically important as nominal incremental improvements in direction can realize dramatic strategic and financial gains.

### Business Impact Assessment and Improvement

The Data Warehousing and Business Intelligence solution area of Deer Park Group reviews in-place Data Warehousing systems or in-process projects. The primary objective of the assessment is to ensure the technology achieves its "promise" of delivering timely, relevant information to executive management enabling effective actionable decisions.

The process is multi-dimensional considering critical success factors such as:

- Economic potential and the likelihood of its realization,
- Extent to which Management Processes will be adjusted to leverage the new capabilities,
- Training and skills required for effective use,
- Cultural barriers that may limit or preclude beneficial use of the technology,
- Technology aspects such as responsiveness, scalability and extensibility.

Typically such studies are not lengthy; however, their impact can be substantial. Frequently a slight adjustment to direction can generate significant financial impact that was not previously considered or recognized.

For more information about our Data Warehousing and Business Intelligence solution services, call 847-431-8349 or email us at [Info@DeerParkInc.com](mailto:Info@DeerParkInc.com).

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