A
Add-ons, 208
Alerts, 30
Architecture
data, vii
the critical essence of, 1
validate, 184

B
Ballmer, Steve, 12
BI. See Business Intelligence
BI, mobile, 85–86
BRD. See Business requirements
document
Browser, 208
Business case, 33–40
Business dashboards, to help run the
organization, 3
Business Intelligence, 49, 79, 85, 87,
219, 221
Business intelligence, software, 3
Business requirements document, 211–212

C
CCSID, 68
Change, resistance to, 187
Chart
100% stacked area chart, 94
100% stacked bar, 95
100% stacked column, 97
100% stacked line, 99
area, 94
bubble, 95
classified area, 94
classified bar, 95
classified column, 97
classified line, 99
classified pie, 99
Checklist, 201–202
Closure, 191–192
Colors, use of, 101
Consultant, 191
Cost of project, 191
Cube. See Online Analytical Processing,
or OLAP

D
Dashboard categories, 42
managers’ use of, 18, 20
prioritizing, 26
Dashboard design, 184
assigning title and component labels,
102–103
component placement, 102
foundation of, 184
layout, 101
presenting prototype of, 103
specifying core functionality, 103
Dashboard examples, 105–176, 188, 190
Dashboard project, recommended workflow of, 2
Dashboard
and analytics, 9
and planning, 9
Dashboard (continued)
and reporting, 9–10
and strategy, 9, 12, 17–18, 20, 35, 82–83
application stabilization, 184
as static report, 187–188
automobile, 5
benefits of, 11–14
communication through, 39
company-wide deployment of, 13
complex project, 179
conducting analysis using, 33–40
corporate, 34–35
deployment, 195–199
development and publishing, 182
drill paths, 181
evolution of, 5
executive, 33–40
guru, 188
interactive, 179
issues prior to using, 34
managers, 33–40
navigation, 65
operational, 17, 19–20, 81–82
organization wide, 3
organizational deployment of, 26
primary users of, 41–42
project barriers, 192
project planning, 178–185
real-time, 80–81, 83
sales, 34, 36
sample content by position, 13
samples, 105–176, 188, 190
scenario, 33–40
simple project, 179
solving business problems, 33–40
storyboard, 182
storyboarding, 182
strategic, 9, 12, 17–18, 20, 35, 82–83
tactical, 17, 19–20
usage, 33–40, 187
use of, 33–40
user, 179–200
validation, 182
visual presentation of, 92
Data dictionary, 53
Data mining, 4
Data replication, 53, 68–69
Data sources, 43, 208
Data type definition, 69
Data warehouse, vii, 4, 5, 14, 49, 53–66, 79
techniques, 51–66
development, 182
Database,
proprietary, 3
relational, 57, 59, 217, 221
transaction, 14
Data-mart, 66
Decision tree, 56
Delivery, 191–192
Department
interdependencies, 180
requirements, 179–181, 190, 191
Deploy, 183
Deployment plan, 188, 195–199
Design
architecture, 181
conceptual, 183–184
joint application (JAD), 188
Designing dashboards, a ten-step process to, 91
DOLAP. See OLAP, desktop
Dresner, Howard, 4
Drill
across, 75–76, 86
down, 5, 56, 57, 65, 75–76, 86
through, 76
to detail, 75–76, 82
up, 75–76, 86
DTD. See Data type definition
Duration of project, 191–192

E
EAI. See Enterprise application integration
Effectiveness, 27
Efficiency, 27
EII. See Enterprise information integration
Enterprise application integration (EAI), 69
Enterprise information integration (EII), 69
Enterprise portals, 7–9
ETL. See Extract, Transform, and Load
Examples, the power of, 1
Executive information systems, 3
Executive sponsor, 42
Extract, Transform, and Load (ETL), 3, 53, 67–68, 69, 87, 217
Extraction, transformation and loading. See Extract, Transform and Load

F
Fonts, use of, 101
Front end design, 180–181
Funding of dashboard project, 43
Future expectations, 31

G
Gartner Group, the, 4
Gauges, 3, 97
Google, 12
Grid controls, 97

H
Hardware and software, 43
High availability system, 53, 79
HOLAP. See OLAP, hybrid

I
Implementation
approach, 189
checks, 198
dashboard project, 2
dashboard, vii
getting ready for, 41–46
lessons learnt, 177
methodology, 188–189, 192
of dashboards, 177
query, 182
Information society, vii
Information
access and security control, 34
analysis, 34
extract the, 187
misaligned, 34
needs, 180
Initiation, 191–192
Inputs, 27
Interviews
operational, 2
tactical, 2

K
Kaplan, Robert, 18
Kerberos, 221
Key Performance Indicator. See KPI
Key
Foreign, 60
Primary, 60
KPI and metrics, design of, 24–30
KPI design project, 24–25
KPI development team, 25
KPI, 23–31, 47, 77, 82, 83, 87
presentation method and interactivity for, 30
selecting the top, 29
SMART, 29
testing against framework, 29

L
LDAP. See Lightweight Directory Access Protocol
Lightweight Directory Access Protocol, 221

M
Maintain, 183
Managing
dashboard implementation, 177
dashboard project, 177
Margin
  contribution, 34–35
gross, 36–40, 83
Master Data Management (MDM), 68
Materialized Query Table, 61–62
Materialized Query View, 61–62
MDM. See Master Data Management
MDX. See Multi-Dimensional Scripting
Message queue, 69
Metadata, 53, 68, 87, 217
Methodology
  implementation, 188–189
  scrum, 184
Metrics and KPIs, the difference between, 23–24
Metrics, 23–31
  gathering, 93
Microsoft Excel, vii
MOLAP. See OLAP, multi-dimensional
Motivation, employee, 12
MQ. See Message queue
MQT. See Materialized Query Table
MQV. See Materialized Query Views
Multi-Dimensional Scripting, 71, 72–75, 221

N
Needs
  immediate, 180, 183
  long term, 180, 183
  short term, 180, 183
Norton, David, 18

O
Objective, strategic, 26–29
ODBC. See Open DataBase Connectivity
ODS. See Operational Data Store
OLAP, vii, 5, 10, 14, 55–60, 71, 75, 79, 87, 218, 221
  child, 63, 73
  cube development, 182
desktop, 63
dimensions, 56, 57, 58, 60, 63
dimensions, attributes, 61, 63
dimensions, conformed, 64–65
dimensions, levels, 73
dimensions, linked, 63
dimensions, members, 73
facts, 57, 58, 59, 60, 63
hierarchies, 56, 57, 63, 76
hybrid, 64
latency, 61, 63
leaves, 73
measures. See OLAP, facts
multi-dimensional, 63–64, 82, 83
parent, 63, 73
relational, 59–61, 63, 65, 82, 83
slicer, 73
OLTP, 51–52, 53, 56, 61, 69, 71, 73, 83, 217
Online analytical cubes. See OLAP
Online Analytical Processing. See OLAP
Online Transaction Processing. See OLTP
Open Database Connectivity, 67
Operational Data Store, 53–55, 56, 57, 69, 71
Outcomes, 27
Outputs, 27

P
Pain points, 190
Parallel load, 217
Parent and Child. See OLAP, parent, or
  OLAP, child
PDA. See Personal digital assistant
Performance management, 1, 4
  corporate, 4
  enterprise, 4
Personal digital assistant, 85
Phase
  build, 182
deploy, 183
design, 181–182
discovery, 181
maintain, 183
project, 180–183
test or validate, 182
Plan, deployment, 188, 195–199

Process, 208

Process, the power of, 1

Project
  barriers, 192
  budget, 180
  communication, 188, 192
  cost, 191–192
  dashboard implementation, 177–202
  duration, 191–192
  end result of, 190
  goals, 180–183, 188, 191
  key steps, 183–184
  kick-off meeting, 188–189
  lessons learnt, 177
  manager, 179–200
  milestones, 189–190
  objectives, 180, 183, 188, 191
  periodic updates, 188
  phases, 180–183
  plan, 184–185
  planning, 2, 179–185
  risks, 192
  scope, 180–181, 183, 191–192
  team members, 183–185
  team roles, 183–185
  tips, 191

Proof of concept, 181

R

Relationships, cause-and-effect, 4

Replication
  real-time, 53
  trigger-based, 61

Report, vii, 4, 9
  static, 188

Request for proposal, 212–213

Requirements
  analysis and design, 181, 184
  gathering, 190
  immediate, 180, 183
  long term, 180, 183
  of departments, 179–181
  phase, 181
  short term, 180, 183
  wish list, 190

Resistance to change, 187

Resource allocation, 9

Return on investment (ROI), 26, 49, 191

RFP. See Request for proposal

ROI. See Return on investment

ROLAP. See OLAP, relational

Role, description, 185

Rollout, 198

S

Scenario
  description of, 33–34
  walkthrough of, 34–40

Schema
  snowflake, 63–64
  star, 59–60

Scope of project, 180–181, 183, 191–192

Scorecard, 83
  corporate planning, 35

Screen real estate, use of, 101

Scrum, 184

Secure socket layer, 221

Security, configuration, 182

Service-Oriented Architecture, 68–69, 80, 86

Servlet, 218

Single sign-on, 7

SKU. See Stock Keeping Units

Slicer. See OLAP, slicer

SOA. See Service-Oriented Architecture

SOAP Protocol, 69

Software selection process, 211–214

Software selection
  compatibility with existing software, 208
due diligence, 210–211
ease-of-use, 209–210
features and flexibility, 207
getting buy-in, 206
return on investment, 206–207
short term versus long term solution, 205–206
Software selection (continued)
  tips before you start, 205–206
tips, 205–214
Software, storyboarding, 30
Spreadsheet, hard-to-read, 11
Sprint, 184
SQL. See Structured Query Language
SSL. See Secure Socket Layer
Stakeholders, 30
Steps, to gain user support, 188
Stock Keeping Units, 61
Storyboard team, putting together the, 93
Storyboard, 30
  a seven-step design process, 93–103
  creating a, 92–93
Strategy map, 6, 9, 35
Structure
  dimensional, 54
  transactional, 54
Structured Query Language (SQL), 61, 63,
  71–72, 75, 218
Support documentation, 195–199
System support documentation, 195–199

T
Table, pivot, 63, 73
Teaming, 191–192
Template, 196
Test, 184
Thick-client, 85
Thin-client, 86
Training, 188
  user, 184, 195–199

U
Use case, 33–40
User roles, 91
User
  acceptance test, 184, 196
  adoption, 180, 187–193,
  interest, 187
  support material, 195
  support, 187
  training, 184, 195–199

W
Walt Disney Studios, 92
Web Service Description Language
  (WSDL), 69

X
XML, 68–69, 218